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Canada, Parliament House of Commons  
Standing Committee on  
Broadcasting films as Documentary films  
parts

Minutes of proceedings  
Vol. 1, 1966 Nos. 1-28.







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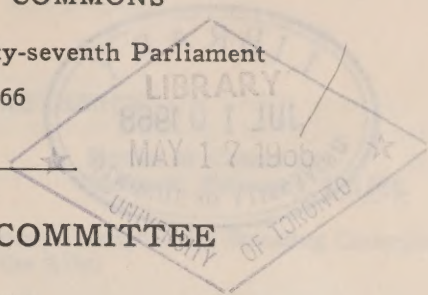


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HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966



STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

MINUTES OF PROCEEDINGS AND EVIDENCE

No. 1-28

1966-67

THURSDAY, MARCH 24, 1966

THURSDAY, APRIL 21, 1966

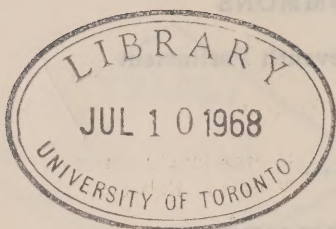
Main Estimates (1966-67) of the Canadian Broadcasting Corporation

WITNESSES

The Hon. Judy V. LaMarsh, Secretary of State; and Mr. Patrick Watson,  
C.B.C. Television Producer.

ROGER DUHAMEL, F.R.S.C.

QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966



STANDING COMMITTEE ON BROADCASTING, FILMS

AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Basford,	Mr. Hymmen,	Mr. Pelletier,
Mr. Bécharde,	Mr. Lamontagne,	<sup>3</sup> Mr. Prittie,
Mr. Berger,	<sup>7</sup> Mr. Leboe,	Mr. Richard,
Mr. Brand,	Mr. Macquarrie,	<sup>6</sup> Mr. Smallwood,
<sup>1</sup> Mr. Clermont,	<sup>2</sup> Mr. Mather,	Mr. Stafford,
Mr. Cowan,	Mr. McCleave,	Mr. Stanbury,
Mr. Dubé,	<sup>5</sup> Mr. Nielsen,	Mr. Trudeau,
Mr. Fairweather,	Mr. Nugent,	Mr. Woolliams—(25).
<sup>4</sup> Mr. Grégoire,		

M. Slack,

*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Prud'homme on February 18, 1966.

<sup>2</sup>Replaced by Mr. Lewis on April 20, 1966.

<sup>3</sup>Replaced by Mr. Peters on April 20, 1966.

(NOTE—Mr. Mather replaced Mr. Peters on April 20, 1966.)

<sup>4</sup>Replaced by Mr. Langlois (*Megantic*) on April 20, 1966.

<sup>5</sup>Replaced by Mr. Asselin (*Charlevoix*) on April 20, 1966.

<sup>6</sup>Replaced by Mr. Sherman on April 20, 1966.

<sup>7</sup>Replaced by Mr. Johnson after morning sitting of April 21, 1966.



ORDERS OF REFERENCE

HOUSE OF COMMONS.  
MONDAY, February 7, 1966.

*Resolved*,—That the following Members do compose the Standing Committee on Broadcasting, Films and Assistance to the Arts:

Messrs.

Basford,	Grégoire,	Nugent,
Béchar, d,	Hymmen,	Pelletier,
Berger,	Lamontagne,	Prittie,
Brand,	Leboe,	Richard,
Clermont,	Macquarrie,	Smallwood,
Cowan,	Mather,	Stafford,
Dubé,	McCleave,	Stanbury,
Fairweather,	Nielsen,	Trudeau,
		Woolliams—(25).

*Ordered*,—That, notwithstanding the provisions of Standing Order 65, the said Committee shall consist of twenty-five members.

FRIDAY, February 18, 1966.

*Ordered*,—That the name of Mr. Prud'homme be substituted for that of Mr. Clermont on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

TUESDAY, March 22, 1966.

*Ordered*,—That, saving always the powers of the Committee of Supply in relation to the voting of public monies, the items listed in the Main Estimates for 1966-67, relating to the Department of the Secretary of State, and all other Agencies for which the Minister is answerable in the House (excepting the Office of the Chief Electoral Officer) be withdrawn from the Committee of Supply and referred to the Standing Committee on Broadcasting, Films and Assistance to the Arts.

WEDNESDAY, April 20, 1966.

*Ordered*,—That the names of Messrs. Lewis, Peters and Langlois (*Mégantic*) be substituted for those of Messrs. Mather, Prittie and Grégoire on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

*Ordered*,—That the names of Messrs. Mather, Asselin (*Charlevoix*) and Sherman be substituted for those of Messrs. Peters, Nielsen and Smallwood on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

*Ordered*,—That the name of Mr. Johnston be substituted for that of Mr. Leboe on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

**Attest:**

LÉON-J. RAYMOND,  
*The Clerk of the House.*



## REPORT TO THE HOUSE

THURSDAY, April 21, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### FIRST REPORT

Your Committee recommends that it be authorized to sit while the House is sitting, such authority to have effect for Thursday, April 21, 1966 only.

Respectfully submitted,

GÉRARD PELLETIER,  
*Chairman.*

*(Note,—This Report was not concurred in by the House.)*



## MINUTES OF PROCEEDINGS

THURSDAY, March 24, 1966.

(1)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.35 a.m., for organization purposes.

*Members present:* Messrs. Basford, Béchard, Cowan, Dubé, Fairweather, Grégoire, Hymmen, Macquarrie, Mather, Pelletier, Prittie, Richard, Stanbury, Trudeau (14).

The Clerk attending, and having called for nominations, Mr. Stanbury moved, seconded by Mr. Béchard, that Mr. Pelletier be Chairman of the Committee.

There being no other nominations, Mr. Pelletier was declared elected as Chairman.

Mr. Pelletier thanked the Committee for the honour conferred upon him.

On motion of Mr. Dubé, seconded by Mr. Cowan, Mr. Basford was elected Vice-Chairman.

On motion of Mr. Mather, seconded by Mr. Hymmen, *Resolved*,—That a Sub-Committee on Agenda and Procedure, comprised of the Chairman and four members to be named by him, be appointed.

After discussion, it was agreed that the Sub-Committee on Agenda and Procedure would consider the matter of seeking permission to sit while the House is sitting.

At 9.45 a.m., the Committee adjourned to the call of the Chair.

THURSDAY, April 21, 1966.

(2)

The Standing Committee on Broadcasting, Films and Assistance to the Arts, met this day at 11.05 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Berger, Brand, Cowan, Fairweather, Hymmen, Langlois (*Mégantic*), Lewis, Macquarrie, Mather, McCleave, Nugent, Pelletier, Prud'homme, Richard, Stanbury, Williams (19).

*Members also present:* Messrs. Allard, Chatterton, Duquet, Forrestall, Johnson, Klein, Orlikow, Peters and Régimbal.

*In attendance:* The Honourable Judy LaMarsh, Secretary of State; Mr. G. G. Steele, Under Secretary of State, Mr. Patrick Watson, C.B.C. Television Producer and Mr. Laurier L. LaPierre, C.B.C. Television Interviewer.



Also in attendance: Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Clerk read the Committee's Order of Reference dated March 22, 1966.

The Chairman announced the composition of the Subcommittee on Agenda and Procedure as follows: Messrs. Pelletier, Basford, Fairweather, Prittie and Grégoire.

The Chairman read the *First Report of the Subcommittee on Agenda and Procedure*, dated April 21, 1966, as follows:

First Report of the Subcommittee on Agenda and Procedure of the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Your Subcommittee recommends:

1. That the Main Committee meet Thursday, April 21 for the purpose of hearing at this time the Secretary of State on the estimates of only the Canadian Broadcasting Corporation today.

2. That following the Minister, Messrs. Laurier LaPierre and Patrick Watson be invited to testify on April 21 if possible on the subject of the termination of their contract on the program "This Hour Has Seven Days".

3. That the Committee request permission to sit while the House is sitting and that the Chairman be authorized to arrange meetings at his discretion as expeditiously as possible and avoid delay in hearing Messrs. LaPierre and Watson.

4. That the "Steering" Subcommittee be authorized to arrange for appearances of such further witnesses as the Committee may instruct.

Mr. Lewis, seconded by Mr. Woolliams, moved an amendment to the second paragraph of the Subcommittee's Report, that the name of Mr. Leiterman be added to the names of Messrs. LaPierre and Watson. The amendment was carried.

On motion of Mr. Lewis, seconded by Mr. Berger,

*Resolved*,—That the First Report of the Subcommittee on Agenda and Procedure, as amended, be now concurred in.

On motion of Mr. Woolliams, seconded by Mr. Brand,

*Resolved*,—That the Committee print 2,000 copies in English and 1,000 copies in French of its Minutes of Proceedings and Evidence, relating to the Canadian Broadcasting Corporation.

The Chairman then called the first item of the estimates of the Canadian Broadcasting Corporation:

Item 1. Departmental Administration...

and invited the Secretary of State to make an opening statement.

The Minister made a statement relating to the agencies for which she reports to Parliament and made procedural suggestions for the consideration of the Committee. Miss LaMarsh dealt with certain problems within the C.B.C. and was examined on her statement.

After discussion, Mr. Berger moved, seconded by Mr. Prud'homme, that the Committee now hear Messrs. Watson and LaPierre. The motion was carried on the following division: YEAS: 13; NAYS: 2.

The Chairman thanked the Minister and she retired.

The Chairman then called Mr. Watson who made a statement giving a chronological description of events relating to disputes within the C.B.C., and was examined thereon.

The questioning of Mr. Watson still continuing, at 1.00 p.m., the Committee adjourned until 3.30 p.m. today, subject to the Committee being granted permission to sit while the House is sitting.

#### EVENING SITTING (3)

The Committee resumed at 6.05 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Berger, Brand, Cowan, Hymmen, Langlois (*Mégantic*), Johnson, Lewis, Mather, McCleave, Pelletier, Prud'homme, Richard, Sherman, Woolliams (17).

*In attendance: (Same as at morning sitting)*

Mr. Watson further amplified his statement, made at the morning sitting, relating to disputes within the C.B.C.

The witness was further examined and supplied additional information.

Mr. McCleave gave notice of motion, for the next sitting of the Committee, dealing with the matter of covering the Committee's hearings by sound film cameras.

The examination of Mr. Watson still continuing, at 7.50 p.m., the Committee adjourned until Friday, April 22, at 9.00 a.m.

M. Slack,  
*Clerk of the Committee.*



## EVIDENCE

THURSDAY, April 21, 1966.

*(Recorded by Electronic Apparatus)*

The CHAIRMAN: Good morning, gentlemen. First I would ask the clerk of the committee to read the order of reference.

CLERK OF THE COMMITTEE:

Tuesday, March 22, 1966.

Ordered,—

That, saving always the powers of the Committee of Supply in relation to the voting of public moneys the items listed in the Main Estimates for 1966-67 relating to the Department of the Secretary of State, and all other Agencies for which the Minister is answerable in the House (excepting the Office of the Chief Electoral Officer) be withdrawn from the Committee of Supply and referred to the Standing Committee on Broadcasting, Films, and Assistance to the Arts.

Léon J. Raymond,  
*The Clerk of the House.*

The CHAIRMAN: I must announce at this point that a subcommittee on agenda has been set up and that, according to the resolution which has been carried to that effect, the members are the Chairman of the Committee as well as Messrs. Basford, Fairweather, Prittie and Grégoire.

Mr. LEWIS: There was a change yesterday.

The CHAIRMAN: Yes. At the next meeting of the subcommittee on agenda we shall have to replace him. The subcommittee on agenda and procedure met on the evening of the day before yesterday, and its first report reads as follows:

1. That the Main Committee meet Thursday, April 21 for the purpose of hearing at this time the Secretary of State on the estimates of only the Canadian Broadcasting Corporation today.

2. That following the Minister, Messrs. Laurier LaPierre and Patrick Watson be invited to testify on April 21 if possible on the subject of the termination of their contract on the program 'This Hour Has Seven Days.'

3. That the Committee request permission to sit while the House is sitting and that the Chairman be authorized to arrange meetings at his discretion as expeditiously as possible and avoid delay in hearing Messrs. LaPierre and Watson.



4. That the "Steering" subcommittee be authorized to arrange for appearances of such further witnesses as required.

Is this report concurred in by the committee?

Some hon. MEMBERS: Agreed.

Mr. LEWIS: I suggest that the names of Mr. Leiterman be added. If necessary I would be prepared to move that LaPierre, Watson and Leiterman be heard after the Minister in whatever order may be desirable.

Mr. LANGLOIS: Mr. Chairman, if I may add here, as I attended that steering committee meeting, I do not know if the names of Messrs. Lapierre and Watson were mentioned, but I think the term used was a grievant, so that would include, I think, all those who had a grievance in order that the Committee be able to hear them, but I think it would be good to hear any grievance because there will be some other ones, I imagine, who will be added to that list in the very near future.

Mr. LEWIS: Well, I have copies of the resolution. It mentioned names, and I am moving that a third name, namely Mr. Leiterman, be added.

The CHAIRMAN: I have an amendment moved by Mr. Lewis, seconded by Mr. Woolliams that the name of Mr. Leiterman be added to those of Messrs. LaPierre and Watson. All agreed?

Motion agreed to.

Mr. MCCLEAVE: Mr. Chairman, there should be other people who should be heard as well. Could not Mr. Lewis make his amendment so that we could leave this free for others as well?

The CHAIRMAN: We already have in point four, you see, if you concur in the report of the subcommittee "that the steering subcommittee be authorized to arrange for appearances of such other witnesses as required."

May I have a motion for the concurrence of the report as amended now?

Moved by Mr. Lewis, seconded by Mr. Berger.

Motion agreed to.

Mr. BRAND: Mr. Chairman, should we at this time suggest other names or would you rather wait until later?

The CHAIRMAN: I beg your pardon.

Mr. BRAND: Can we suggest other names of witnesses at this time, or would you rather wait until later?

Mr. BASFORD: Mr. Chairman, I think we should wait until later until we have heard the three named in the steering committee's report from which evidence we will gather who else, either within or without the corporation, we want to hear from. Undoubtedly we want to hear more witnesses but I would suggest that we hear the three named in the steering committee's report as

amended and then at the end of that evidence decide on what further witnesses we want to hear, and that is the purpose of Section 4 of the steering committee's report.

(Translation)

Mr. PRUD'HOMME: Must I understand by this that Mr. Basford would like the steering committee to meet after we have heard the three gentlemen here, and only after that we will be able to call other witnesses, or are we to call other witnesses before? I would like to suggest a few names immediately. I would like to suggest the name of the President of the CBC immediately, Mr. Ouimet. Otherwise, he could be included under point 4. But I do not think there should be interruptions before these three and the appearance of the President of the CBC, Mr. Ouimet for example.

The CHAIRMAN: You are, of course, perfectly entitled to suggest that anybody else be heard at this time, but I do believe that.

Mr. PRUD'HOMME: If it is included in point 4, I am in entire agreement.

The CHAIRMAN: It is included automatically. Now, what we need now is a motion.

(English)

We come now to a motion to print. It is suggested that the committee print 2,000 copies in English and 1,000 copies in French of its Minutes of Proceedings and Evidence relating to the Canadian Broadcasting Corporation.

Mr. WOOLLIAMS: So move.

Mr. BRAND: I second the motion.

Motion agreed to.

The CHAIRMAN: I now call Item 1 of the estimates of the Canadian Broadcasting Corporation which reads as follows:

1. Grant in respect of the net operating amount required to discharge the responsibilities of the national broadcasting service, \$110,643,000.

I invite the Secretary of State to make an opening statement.

Does the Secretary of State have a statement or opening remarks to make before the questions?

Hon. Judy LAMARSH (*Secretary of State*): Mr. Chairman, I would like to say how very much I appreciate the opportunity to be here. As I have said before, it is not really a matter of wild enthusiasm but I am happy to add whatever light I can to the matter presently before the Committee.

An Hon. MEMBER: Could the Minister speak a little louder, please?

Miss LAMARSH: I will try and do that. I think that all members of the committee will approve of the action which the government in recent years has initiated to co-ordinate responsibility for the various cultural agencies under one portfolio, and I think it is equally important that there be a committee of Parliament, as this committee is, constituted with responsibilities along parallel lines, for scrutiny of these agencies and their activities.

Each of the agencies for which I report is of major importance and deserves individual attention; but taken together, they indicate a broad policy of increasing federal government support and encouragement of the arts. We should not lose sight of the essential inter-relationship of activity in each discipline in this field.

May I, Mr. Chairman, before going any further, congratulate the members of Hochelaga and Vancouver-Burrard on their election as Chairman and Deputy Chairman respectively. I think the Committee as a whole is to be applauded for its choice, and I have every reason to anticipate that your deliberations will show how wise your choices were.

On March 22 last the estimates for the current fiscal year of the Department of Secretary of State together with all of its agencies except those of the Chief Electoral Officer, were referred to this Committee.

As yet, this is the only matter referred to the Committee. However, it is the intention of the government to ask the House to refer for your consideration several pieces of legislation and a much broader matter, broadcasting policies for Canada. As forecast in the Speech from the Throne, this is to include legislation to formally establish the National Arts Centre and measures respecting the National Gallery and Museums. Last fall my predecessor in office announced the intention to introduce legislation to provide for assistance for the production of feature-length films. Resolutions preceding these bills will shortly appear and, it is hoped, the bills themselves will soon be available for your study.

It is also as I am sure you are aware the government's intention to produce during the current session a White Paper on broadcasting setting forth the broad policy which the government feels should apply in this most important area. It is our aim to produce such a White Paper as quickly as possible for referral to this Committee.

It is the government's White Paper on policy and not the Fowler Committee Report as such which is to be referred to the Committee. This report was made to and at the request of the government for its consideration in arriving at policy decisions in the field of broadcasting. The White Paper, however, will represent the government's view on policies of broadcasting after consideration of the Fowler Report and after consideration of many other representations received since that report was made public.

I would hope that members of the Committee would not feel that I intend to preclude or even suggest precluding some of the references of any members to comments or conclusions of the Fowler Report either at this point or later. I should think it would be a very valuable aid to everyone interested in broadcasting and I have no doubt that the Committee will at some stage at least ask Mr. Fowler, as Chairman, to appear before it as a witness.

I wonder, Mr. Chairman, if I might be permitted to offer a procedural suggestion to you. I know that you are of course master of your own house; I hope you do not mind my saying this in English, but I make the suggestion



merely in the interests of arriving at a procedure which may allow members of the Committee and those of us who are interested in its deliberations to achieve the maximum results.

You have now opened Item 1 of the C.B.C. estimates to discuss a particular situation. It might be that you would consider a fairly narrow discussion of that situation and its ramifications at this point rather than at this point embarking on a general discussion of broadcasting policy. It might perhaps be a more orderly process if that general discussion might be deferred for what I hope will not be too many weeks until the White Paper is before you so that you might discuss it with the estimates of the C.B.C. and presumably the B.B.G.

This I think will lead us away from a discussion only of the public agency and into the whole field of broadcasting which I think all members of the Committee will agree deserves a thorough discussion this year. Then you might wish to discuss the estimates of the other agencies in this department which are not directly related to broadcasting but which have been referred to. I would be happy to come back at any time to deal with the White Paper and with the estimates of the C.B.C. and of the B.B.G. or for any other reason. If this commends itself to the Committee it would be a matter of considerable convenience. If not, I hope the Committee will appreciate that I am not attempting to improperly give them guidance but only to make a suggestion.

These general remarks I feel I have to make since this is the opening session of the Broadcasting Committee. I will have many more remarks in a general sense to make when you deal with other estimates. I am sure Mr. Chairman that, I was called today to deal with a particular matter, namely the current dispute within the Canadian Broadcasting Corporation centered around the announced personnel changes for the program "This Hour Has Seven Days."

I trust it is not necessary to emphasize to members of parliament that my ministerial responsibility as spokesman for the C.B.C. does not encompass the detailed administrative and programming policies of the C.B.C. Such responsibility rests—where it must in a publicly-owned broadcasting system—with the management and the Board of Directors of the Corporation, by the clear intent of parliament. The C.B.C. is responsible not to me, not to the government of which I am a part as an executive, but to Parliament.

Should hon. members require any elucidation on this point, they might refer to Sections 35 and 36 of the Broadcasting Act of 1958, which set out the sole responsibilities of the Minister concerned, namely to recommend the corporation's budget and submit its annual report to Parliament. Indeed, the only other direct executive role in the affairs of the Corporation is set out in Section 22 which provides for the appointment of the chief executive officer and the Board of Directors by the Governor-in-Council. Sections 26 and 29, in particular, make it very clear that the authority and the responsibility for the operations of the broadcasting system rest squarely with the Corporation.

I think I have already characterized what I see as my role, namely to act as a conduit pipe between members of Parliament representing the people and the corporation in transmitting information requested by the members. This is



very important because it should be remembered that in this sense anyway I am a spokesman for the C.B.C. management.

However, as what has been called the Minister for Cultural Affairs in Canada, I deem that I have a role to encourage the full development and fullest use of the creative talent of this nation, be it within the C.B.C. or in any of the other so-called cultural agencies. That means a part in the formulation of broad policies to stimulate creative achievement within our communications media; and, in regard to the C.B.C., it means also the provision through the government's legitimate role in allocation of funds and appointment of most senior personnel, of the necessary finances and leadership to permit the C.B.C.'s creative and productive talent to flourish. I am convinced that flourish it must if the corporation and indeed the nation as a whole are not to be the losers in the end. As the Fowler Report puts it, although some may have found it an over-simplification, television is programming, and all else is housekeeping.

Now as to what is called the "Seven Days Controversy", I am quite prepared to answer as best I may any questions that the Committee should desire to direct to me. I should think, however, that on the facts themselves, you would prefer to hear them directly from the lips of those involved, who I understand are to be invited to appear here, rather than to receive them second hand from me.

There is one particular point, however, on which, judging by the comments in the House earlier in the week, you might expect me to elaborate. I refer to my comments before another forum last week end to the effect that, in my judgment, the controversy over the personnel on "Seven Days" was merely symptomatic of a wider problem within the C.B.C.—I think I referred to it as a sort of "tip of an iceberg".

I cannot really believe, despite the apparent surprise in the House that this represented any startling pronouncement or discovery on my part, or really was news to anyone who has been interested for any length of time in broadcasting in Canada. I formed this view personally over the past few months as a result of discussions with many people, some inside the C.B.C. at various levels and many outside the C.B.C., as to the state of affairs within the corporation. I have had a great many discussions since assuming this portfolio because I conceive it part of my responsibility to keep as well informed as I can on matters within the agencies for which I am responsible or for whom I report to Parliament. You cannot do that by getting formal submissions from C.B.C. management. You have to use all your contacts, all your friends or former friends or acquaintances. As I have said in other places, I know a great many people who work in the C.B.C. or have before, and many of them I have known over a long period of time. I have no doubt that anyone who had a similar position and who had similar conversations with similar individuals could reach anything but the same conclusion.

As a matter of fact, this problem and allied problems were discussed at some length in the report of the Fowler Committee.

If you look at page 168, at least in the English version, this statement is found:

From our many discussions with C.B.C. officials and others concerned with television programming and production, and with producers especially, we are left in no doubt that the whole of the short history of C.B.C. television has been marred by a smouldering dissatisfaction among producers, caused by what they sometimes regard as unwarrantable administrative interference in their artistic prerogatives; in actual fact, the point at issue is often no more than a difference of taste between the creator and the administrator. We are not speaking here of the sensitivity of producers, particularly those dealing with current affairs, to any improper pressures on program content of the kind that gave rise to the 1959 dispute over Preview Commentary in Toronto. There is a continuing dissatisfaction that has its kindling in the various forms of organization and methods of financial control at the production centres, many of which—the producers claim—hinder them in the most effective and economical use of the studio and other facilities that are the tools of their trade.

Following on from there, the report says:

Occasionally this slow fire bursts out into a blaze of resentment, the most notable instance being the lamentable strike of Montreal producers in 1959.

Then, after outlining some of the steps taken by the corporation to meet such situations, the report adds:

The blaze subsides, but the dissatisfaction of the producers smoulders on.

When I spoke of the tip of an iceberg, when I spoke of a potential explosion, I had in mind what the Fowler Committee has referred to as a blaze. In any event, both are as likely, since they arise from the existence of combustible material.

Throughout the report there are similar quotations. I am sure hon. members of this Committee, Mr. Chairman, will already have read the report and studied it. The point I am trying to make is that others, outsiders, so to speak, from those employed in or by the corporation, have discussed these matters many times with those involved directly and indirectly, and have come away with the same conclusion as I did.

If I might, I would even suggest that, in the course of the current dispute, both sides have talked in terms of not just "Seven Days" but a wider problem, of this being more than an isolated incident. The Toronto Producers Association, in their message of Tuesday night to C.B.C. management, said this:

Moreover, in our view, and as we understand also in the view of the President, this is only one incident in a long line of similar problems in Toronto and in other production centres which must be reviewed.

As for the C.B.C. itself, the President, Mr. Ouimet, made this comment to newsmen earlier in the week:

I think there is a general problem we have got to look into very quickly. I am inclined to agree with you that there is more to it than "Seven Days".

As I say then, I do not believe the record shows that my own comments in this regard were, as seems to have been suggested in some quarters, such an unexpected revelation. Perhaps the problem is inherent in the nature of public broadcasting. I cannot conceive of similar circumstances such as we find ourselves in today in the private sphere, but to ignore its existence, to try to paper over the cracks, is surely folly indeed. May I say one more thing, Mr. Chairman.

I hope that it is going to be possible to resolve not only the immediate controversy but also to find an accommodation of the basic conflict of management's responsibility to manage and the creative minds' need to be unfettered in its expression—within the corporation itself. It seems clear to me that both sides will have to work to find such a solution and that everyone interested will exercise sufficient restraint not to make that rapprochement more difficult. I would hope that this Committee might in its own way contribute to the solution which I know is earnestly desired by all.

And now, Mr. Chairman, with those few remarks I am in the hands of the Committee.

*(Translation)*

The CHAIRMAN: Thank you, Madam Minister. Do the members of the Committee wish to question the Minister?

*(English)*

Mr. BRAND: Mr. Chairman, if I could ask the Secretary of State one question I would like her to equate the two statements she made here, one that she would like us to have a narrower approach to this problem only until the White Paper comes out, and then her more recent statement suggesting that we resolve not only the present controversy but all the underlying difficulties in the C.B.C.; get them both together, more or less. Is she suggesting that we in the long term after the White Paper is produced and studied by this Committee, or what?

Miss LAMARSH: Mr. Chairman, I do not mean to confine this only to the Seven Days program, but to what I believe it is symptomatic of namely the wider issue of balance between the management and the creative personnel.

Mr. BRAND: You would not want us to be too narrow in our approach to it right now?

Miss LAMARSH: To this particular matter, no. But I would hope that you would not go into the broader aspects of broadcasting until you have the paper before you.



(Translation)

The CHAIRMAN: Any other questions?

Mr. LANGLOIS (*Mégantic*): Mr. Chairman, I would to enquire...

(English)

Mr. Chairman, I would like to inquire here how we are going to proceed on questions, are you going to take down the names, or is it going to be just across the board?

The CHAIRMAN: Take the names.

● (11:30 a.m.)

Mr. LEWIS: I would like to ask the Minister two or three questions about this just for my information. When were you informed, Miss LaMarsh, of the likelihood of the steps that have been taken with regard to "Seven Days" would be taken by management?

Miss LAMARSH: Well, I was never informed that they would be taken. I have heard discussions emanating not from management but from outside of management for some months about "Seven Days" personnel as one of the most popular programs in C.B.C.'s history and obviously it is a matter for discussion by everyone who watches it, and many who have appeared on it. I was informed by my executive assistant about 4.30 on Friday last, after leaving a cabinet meeting, that it had been announced that program changes were to come into effect. On my way into my office I learned that the president of the C.B.C. had been unhappily waiting for me for half an hour to discuss the matter.

Mr. LEWIS: I understand then that neither the president of the C.B.C. nor anyone under him at any time discussed with you any questions they had in their minds about the program and its worth?

Miss LAMARSH: No, I think that is an over-generalization. I had a discussion with the president and indeed once at a luncheon with the Board of Director; we discussed the program in a general way but I had no intimation, before it was an accomplished fact, that management had taken the decision to alter the personnel as they announced they had done.

Mr. LEWIS: Yes.

[Translation]

Mr. ASSELIN (*Charlevoix*): A connected question, Mr. Chairman. I would like to know from the Minister, Mr. Chairman, she told us a while ago that she was the spokesman for the C.B.C. management to Parliament. Has the Minister, on occasion, had meetings with the management, and does the management make the Minister aware of this crisis which exists in the C.B.C. and has for some time? Because the problem we are dealing with at the present time, as the Minister stated, is symptomatic of a situation which has existed within the C.B.C. for quite some time now, that is, the relationship between the employees

and C.B.C. management. Is the Minister always made aware, on a continuing basis by the C.B.C. management, of the difficulties which are met with by the administration with its employees?

[English]

Miss LAMARSH: Mr. Chairman, I have met the president on many occasions and the executive vice president and some of the other vice presidents, and I met with the board on one occasion. This may be not entirely the C.B.C.'s, fault because on more than one occasion the president has tried to see me when I have not been able to see him that day. The difficulty with 14 agencies is they all want to see you at once. But, I am sure you will be having the president here and you might ask him. I would think that the president would not consider this a matter of my responsibility and, therefore, would not think he had to bring this particular matter to my attention. He is well aware of the limitations of my responsibility, whether I am always or not, and I think he has pretty strong views of what management's rights are. So far as I know there was no attempt even on the Friday afternoon by C.B.C. to advise my office. I am not sure where my executive assistant got the information in the first place, whether a phone call came to him or whether he heard it some other place. Generally speaking, hiring and firing would not be conveyed by the president to me.

(Translation)

Mr. ASSELIN: This is a false position Mr. Chairman. I would simply like to note that the Minister told us a while ago that the C.B.C. was responsible to Parliament for its administration. Because we vote the money, we administer the public monies in this respect. On the other hand, the Minister has stated also that she was the spokesman for the C.B.C. vis-à-vis Parliament. How can members properly be expected to be informed of what is not right with the C.B.C. if there is not continuous exchange with the Minister of information on situations which exist within the C.B.C.?

(English)

Miss LAMARSH: It is transmitted to the C.B.C. and their answer comes back and I transmit it back to the House. This is what I mean by a conduit pipe instead of a two way street which has a house sitting by the side and I do not have much to do with what goes on the street except to keep the traffic moving.

The CHAIRMAN: Mr. Peters.

Mr. PETERS: Mr. Chairman—

Mr. WOOLLIAMS: I wonder if I could ask one related question Mr. Chairman—it is just a short question, in view of what the Minister said. The related question is based on her opening remarks in reference to the C.B.C. being responsible to Parliament. As she outlined her jurisdiction in this regard this might be a good time to clear the air. It is rather a blunt question and I think I will get a blunt answer and I ask it nicely. Did you as the Minister suggest or ask management, or any of your colleagues in the government ever suggest or

ask management, that the C.B.C. reconsider their decision to dismiss the personnel as far as *This Hour has Seven Days* is concerned?

Miss LAMARSH: I did not and I feel within my knowledge no other colleague of mine did.

Mr. PETERS: Mr. Chairman we appear to be embarking very shortly on a matter of asking Parliament, through the committee, to actually arbitrate a dispute between employees in a particular program and their management of the C.B.C. I am not too familiar with all the legalities of how the C.B.C. are to report to Parliament itself and how Parliament is going to control the C.B.C. but it seems to me that if we are going to embark on arbitration—and that is what it amounts to—will the Minister consider the matter of rather than doing this, asking the Committee's permission to establish arbitration under the Federal labour code and provide an arbitrator for this particular dispute rather than doing it in the way that it is being done now? It seems to me that we do not have any machinery; we do not appear to have used any machinery in the past, and yet the committee strikes me as not being the proper forum to conduct labour arbitration between two branches of management itself. If the Minister is reluctant to get into directing management I would think that the inevitable end of the decision of the committee is going to be doing just that through Parliament and there may be greater reluctance on the part of Parliament to do this than to have the Minister ask for management to implement arbitration on this particular dispute. Has this been considered by cabinet and if so, will the Minister consider it now?

Miss LAMARSH: Well, Mr. Chairman, I will consider any action the committee takes. If that is the recommendation of the committee I will certainly look into it. I do not happen to know whether any other general or federal labour statutes apply. I have no idea. I recall that Mr. Douglas asked in the House the other day whether a kind of arbitration had been set up and might I suggest that members of the committee inquire of the C.B.C. witnesses who are before them whether there is such a possibility of arbitration being set up. I really do not know.

Mr. PETERS: Would the Minister not agree that—I have been listening quite carefully to some of the discussions that have taken place—there appears to be quite a number of levels in the C.B.C. and a number of organizations and associations that are involved at various levels all the way through this matter? It seems rather odd that in a large organization of this nature the labour relations of the employee is such that the alternative is to contemplate strike action as a first and also a final method of settling what appears to be a labour dispute.

In any other field there would be avenues open where an impartial arbitrator would be able to look at the situation and come up with a much more orderly sort of way of settling this problem than for a committee to go into it and the committee make the decision. Mr. Chairman, it is quite possible that this committee will decide that these people who are grievors today are right, and if we do, then we are obviously also saying that management is wrong and that management must be disposed of in one way or another. This seems to me



to be a fairly strong line of attack to embark on, particularly in view of your own admission that the law does not allow you to make this kind of decision; and I think for Parliament through a committee to start in the middle and make a decision is going to really decide what happens at the top. As I see it, it really is not in keeping with what we should be doing. Now, I may be wrong.

Miss LAMARSH: Well, I agree. It is very difficult to find out exactly what the role of this Committee is in this kind of a dispute. I think that the Committee members are very appreciative of the ramifications in whatever they do going far beyond the current situation. My under-secretary tells me that this is not considered a labour dispute in the ordinary sense for arbitration. It is pointed out that some of the principals are salaried employees of the C.B.C. and some are contract artists. Most of them belong to one union or another which all have grievance procedures and that the federal statutes, of course, do apply; but this problem is not really a labour dispute in that sense. It goes beyond that and perhaps is not the type of thing which can be resolved in an arbitration. I think facts are facts and as such are subject to the labour process, the conciliation process, but this current situation is not so much fact as opinion and how things should be working.

Mr. PETERS: There is a great difference of opinion between the boss and the employee in every piece of labour dispute.

Mr. LEWIS: Mr. Chairman, if I may, I have a related question arising out of this.

(Translation)

The CHAIRMAN: May I warn the Committee, on the occasion of your question. All these questions will be closely related to one another. I will accept yours, which is very much to the point.

(English)

Mr. LEWIS: We were on this matter of arbitration, were we not?

The CHAIRMAN: Go ahead.

Mr. LEWIS: I appreciate what the Minister has said and I know there are legal problems involved as to whether the Industrial Relations and Disputes Investigation Act applies to all or some of the people involved. I also appreciate that there is a difference of opinion about some of the contents of the programming and who should have authority inside, and all that. Are there not also questions about the way in which the dismissals were communicated to the people concerned, and are there also questions which are strictly speaking labour relations questions as to the responsibilities in a labour relations sense of those above the persons dismissed and the responsibilities of these above them to the persons dismissed? Is that not the kind of thing that could properly go to arbitration? Second, even if the Industrial Relations and Disputes Investigation Act does not itself apply, is it not possible for a cabinet to appoint an arbitrator in some way and give him terms of reference to decide whether or not the two or more men who were dismissed from the program were properly dismissed,



aside altogether whether or not there was cause for dismissal? It seems to me that there is involved in all of this not only the question of whether there was cause for the dismissal. But, so far as the newspaper reports have informed me, the whole question of who dismissed them, how they were dismissed, what notice they were given, what chance they were given to tell their story? As members of the committee know I hold very strongly the view that if anyone is going to be dismissed from any organization, private or public, and particularly, he ought to have an opportunity to tell his side of the story before the axe falls; and all of that these people have not had a chance to do. I think what Mr. Peters is after is not settling the general policy that is involved, and what I support is not settling the general policy involved which, of course, cannot be settled by an arbitrator, namely the placing in the hands of arbitration some of these specific objections which Mr. LaPierre and Mr. Watson have to the way in which they were dismissed.

Miss LAMARSH: I think, Mr. Chairman, from what I have read and been told that what Mr. Lewis suggests; that is the means of communication which is part of the matter, is a matter which has very wide implications as well.

Mr. LEWIS: I do not understand that. Elaborate a little.

Miss LAMARSH: The chain of communications and the way in which the decision of management was communicated is certainly most important in the dispute. I find it very difficult, because having only been associated with a department before where my responsibilities are pretty clear, I find it very frustrating to feel that I cannot do very much. I suppose that the Committee could ask me or ask the corporation directly for reports from management and I assume that this is what will be done if you ask the President to appear before you. That suggestions might be made to them by the Committee or Parliament which is, of course, supreme in this matter about putting it to an arbitration, in this particular matter. If the cabinet were to do so I feel that it might be an interference with management's responsibility to manage, and this is why I shy away from any worry about this or any particular problem. But I am very concerned over what could happen if the executive started to interfere in this sort of thing. After all, if you can deal with them of who they should keep, the next thing is who they should fire.

Mr. LEWIS: I agree with that.

Mr. CHATTERTON: Would the Minister say that it could be that the possible difficulties of the C.B.C. are related to financial matters, the cost of programming, and so on. Would the Minister say it would be proper for us to inquire from the C.B.C. as to such financial matters, costs, fees, salaries, and does the Minister think we should properly expect answers to such questions?

Miss LAMARSH: Certainly, money is always a thing which moves people one way or the other, although I have not heard any suggestion that it is a very large point of issue in this particular matter.

When you asked me if I think the C.B.C. should provide information about what its artists are paid—as you know the corporation has always taken the position it should not make this information public. I confess that as a personal

matter of my own—that is all it could be—I do not see anything in particular that could be gained by going into what an individual performer is paid.

Mr. CHATTERTON: It has transpired that at least part of the difficulty arises from financial matters for instance an amount allocated to a program. Should we not rightly expect an answer to such questions?

Miss LAMARSH: As to how much is allocated?

Mr. CHATTERTON: Yes.

Miss LAMARSH: I expect so, yes.

Mr. LANGLOIS (*Mégantic*): Mr. Chairman, I listened attentively at the beginning to the Minister's report and I think she made some pretty strong statements, referring also to this "iceberg" situation—that is, the tip of an iceberg and if we complete that statement that leaves still nine-tenths underneath that we do not know about. That is the part that is going to clean the whole thing up and I think particular points of this "Seven Days" business is more the crystallizing point or agent that probably will crack open this whole thing in the C.B.C.

You mentioned that there was—and I hope this is correct, if it is not you can correct me—you left the impression that there seems to be very little communication between yourself and the management. You also said that you got possibly as much information from different levels in this Corporation as you did from the management itself. Is it your impression that the management is well informed by these different levels in the Corporation itself, or are they there just as top brass, sitting ducks, and every so often when they move a wing they take a little bit of dust off and that is just about all.

Miss LAMARSH: I think management up to the President knows what is going on in the corporation.

Mr. LANGLOIS (*Mégantic*): Within the whole administration. As to yourself, has the management conveyed to you this malaise that exists possibly throughout the whole corporation.

Miss LAMARSH: Management, no.

Mr. LANGLOIS (*Mégantic*): The management has never communicated anything like that?

Miss LAMARSH: Well, I think it would be asking quite a bit from management. Management's job is to manage not to come crying to the Minister that they have problems.

Mr. LANGLOIS (*Mégantic*): In a situation of this sort you are responsible to Parliament, are you not? I know that you are fairly new in that department, in that ministry, but everybody seems to know there is something not quite correct in the whole Corporation; there seems to be malaise all over the place. Who is to inform the minister on it if the management does not itself do that job. Its job is to manage the thing internally as well as outside. I am coming to this point. Take this particular point of Mr. LaPierre and Watson. Did the management give you, or indicate to you, any reasons why these two have been dismissed from their program at this time. Were you given any kind of reason.

Miss LAMARSH: Why this time was chosen to do it? No!

Mr. LANGLOIS (*Mégantic*): Has Mr. LaPierre and Mr. Watson made any kind of representation to you, or have they indicated they made some to the management on that? Were any reasons given why they should be dismissed.

Miss LAMARSH: About the timing?

Mr. LANGLOIS (*Mégantic*): The timing which is also very bad. I imagine there should be reasons for a thing like that.

Miss LAMARSH: Mr. Chairman, am I being asked did I have any discussions with any of the named individuals about the timing of the dismissals. Is that what I am being asked?

Mr. LANGLOIS (*Mégantic*): Their program was scheduled to finish fairly soon. Following this dismissal, has Mr. LaPierre and Mr. Watson made any kind of representation to you,; have they outlined their grievances on this subject or on their dismissal?

Miss LAMARSH: Their views have been transmitted to me.

Mr. LANGLOIS (*Mégantic*): But they have not made any specific, direct representation to you?

Miss LAMARSH: Well, I do not think that I should—perhaps the committee might consider this—be asked what parties to the dispute, at what levels told me what things at what time. The people who are in the eye of the storm, within the corporation, will be here and I would prefer the committee consider asking them instead of asking me to do things second hand.

A Minister has to have sources such as a reporter has to have sources. I would not want to disclose those sources and cut off any information I might have in the future. I am not refusing to answer, but I am just pointing out that this committee is embarrassing me considerably if they pursue this particular subject.

Mr. LANGLOIS (*Mégantic*): I would not want to embarrass the Minister on that, but if I take my own example, being in neither of the gentlemen's places if I could not do anything, have any kind of a representation or any kind of results from the management of a corporation of that sort I would go to the Minister who is responsible to Parliament, which has the top responsibility in the whole thing, to see if I could not get anything done about it.

Mr. BRAND: I would like to ask the Minister to explain something to me. It seems to me there is basic ambivalence in her approach to her duties in what she has said. I know that she has pointed out that primarily her duty is as a pipeline with no interference with the administration of programming; yet, on the other hand, you have a pronounced desire to support creative talent in Canada as much as possible. In view of the fact, as you pointed out yourself, most of us had some idea about what has been going on in the C.B.C. and there appears to be a basic battle between the corporation and creative talent itself, how can you separate, or how can you integrate these two duties that you have mentioned? You say, on one hand, that you do not have it, and on the other, you have this duty to support it.



Miss LAMARSH: Well, one is the specific laid down statutory duty, my responsibility vis-à-vis C.B.C. The other one arises from the creation of the Department of Secretary of State as a sort of over-all mentor of things cultural in Canada, so that they stem from different places. Furthermore, I think as an individual, as well as a Member of Parliament, I have a right to personal views which I am trying very hard not to disclose.

Mr. BRAND: Well, I was just wondering whether as a result of your new duties that you feel that perhaps you have more responsibility towards the C.B.C. than say the minister in charge previously had had.

Miss LAMARSH: I cannot have any more than Parliament gives me and as I say that is outside of being a traffic cop when things go back and forth.

(Translation)

Mr. PRUD'HOMME: Are we justified in this case: to speak of firing, dismissal. This is to come to the suggestion which was put forward by the Member for York South when he proposes arbitration. How can we ask people to arbitrate anything when people have been employed for a certain period of time and that certain period of time for which they have been employed has now been concluded? Instead of "firing of" and "dismissal of", should we not speak rather of "the termination of"? Why should we see every speaking of arbitration a, b, c? Has there been any similar case in the past, up to now, where programs which are thought perhaps less popular than *This Hour Has Seven Days* are concerned? The problem, of course, is that the program is too popular. We might like it or not. At least, it gives rise to a great deal of talk, which is a big improvement. But are we justified in this instance in saying that the C.B.C. has actually dismissed or fired? I don't know Mr. Watson's case exactly, but in Mr. LaPierre's case, I understood that it is not his profession to be in TV. He is a university professor, I believe. He is under contract to be co-host of a very popular program. His contract has come to expiration. It has not been renewed.

It has been decided that it not be renewed. Are we justified in this instance to bring this whole business before the Committee?

(English)

I would like to call it instead of "firing of" and "dismissal of", "the termination of"—

Miss LAMARSH: As I understand the facts, and I have read reports of what Mr. LaPierre has said—and he apparently has indicated this himself—I understand that he has a contract which expires shortly. What he was informed was that it would not be renewed. There is no question factually that this situation is somewhat different from that of Mr. Watson who is employed by the C.B.C. in a number of capacities; primarily and up to this point as a producer. There is no suggestion so far as I am aware of terminating Mr. Watson's employment. But, as Mr. Lewis has said, it is a communication of these decisions. I do not think that any one, from what I have read, of the principals has suggested that



there is anything wrong with management making such a decision. But it appears from what I have read—and I think they are in a better position to say this—they do not object to Management's right to do this, but how it was done.

● (12:00 a.m.)

The CHAIRMAN: May I ask the members to consider this. I understand that it is seeking the opinion of the Minister about facts that have not been established in any way except through newspapers and reports that sometimes are not even accurate. I wonder whether we could avoid any long discussion on what the opinion of the Minister may be. The committee can ask her to come back if it wishes to know her feelings about the matter after we have had a chance to establish the facts with the parties involved in the dispute.

(Translation)

Mr. PRUD'HOMME: Mr. Chairman, I refer to no newspaper article in my own article.

The CHAIRMAN: That is why I accepted your question. You asked whether this is the fact, whether this is not the fact, and you have been asking the Minister to say this or that.

Mr. PRUD'HOMME: According to the newspapers.

The CHAIRMAN: No, no—this is not that useful at this point, I was wondering if the committee members would agree.

Mr. PRUD'HOMME: I am not entirely in agreement. If, on the other hand, this had already happened. I don't know what we are doing here. If this is something continuous, if this is the result of a series of events, I think we are justified to intervene; to say, for instance: the management should change its attitude, it should change its approach to this problem

The CHAIRMAN: Before putting their questions, the members could take my observation into account.

(English)

Mr. WOOLLIAMS: I agree with the Chairman in reference to this. I do not know whether he made a ruling—but the question I am interested in—just to lay the foundation—is the jurisdiction of the Minister and the jurisdiction of Parliament. In some respects—and I think the Minister will be happy to hear that—I think she took the same position as the late Hon. George Nowlan when dealing with the C.B.C. in the House of Commons. But as the House of Commons or its committee is going to make a decision, in order to make a decision—and I know that the Minister is a good lawyer—you have to have the facts, so that is why the committee and some of its members have been asking certain questions. I have a number of questions along this line of jurisdiction if the Chairman will permit me to put them as questions one after another without making speeches. My first question is: Did the Minister ask for a full report from management of the C.B.C. in reference to the dismissal of the personnel having to do with this program in question?

Miss LAMARSH: No.

Mr. WOOLLIAMS: Did the Minister feel that C.B.C. is responsible to Parliament and that that report should be obtained so that Parliament would have the facts and be able to make a comprehensive decision as far as this matter is concerned either here at committee level or at parliamentary level.

Miss LAMARSH: It is my view that that report can best be obtained by this committee of Parliament calling before it representatives of management.

Mr. WOOLLIAMS: Did the Minister at any time prior to the dismissal have any discussions with the President or any other members of the management of the C.B.C. over the months previous to this matter in reference to either the government's view or her view as far as the program was concerned.

Miss LAMARSH: Well, I have certainly given my own views. I am not exactly a—as I think Mr. LaPierre was quoted this morning as having said—I am not exactly a public monument. I have views, too. I am sure that in an off-hand way I may have mentioned my views about a particular program or otherwise, but not as government policy—

Mr. WOOLLIAMS: But you did give that view as the Minister? You were the Minister when that view was given?

Miss LAMARSH: My view of the program is quite enthusiastic.

Mr. WOOLLIAMS: And when did you express that view?

Miss LAMARSH: I would not have any idea.

Mr. WOOLLIAMS: It would be some time before this a—

Miss LAMARSH: Some time since I became Minister.

Mr. WOOLLIAMS: But coming back to my original question, and I agree with Mr. Lewis partly—we get our evidence, of course, our information or facts, from the personnel themselves as witnesses, but to date you have no reports from either Mr. Watson or any other members who are involved so far as dismissal is concerned now at hand to be able to give any information on it to Parliament or to this committee.

Miss LAMARSH: A report from Mr. Watson?

Mr. WOOLLIAMS: Or any of them; management or the people who were dismissed.

Miss LAMARSH: No.

Mr. WOOLLIAMS: In other words—and I want to come right back to that—you have never asked for a report nor has a report been sent to you in reference to the fact as presented by management or in reference to the employees, if they are employees, themselves?

Miss LAMARSH: I have seen copy of a report, which I am informed went to the President, of the background complaints, as it were. I think this was conveyed by Mr. Reeves Haggan, but I am not sure, to management.

Mr. WOOLLIAMS: And when you suggest that you saw this report I take it that you studied it before it was sent on?

Miss LAMARSH: No. I saw it after.

Mr. WOOLLIAMS: Have you a copy of that report?

Miss LAMARSH: Not with me, no.

Mr. WOOLLIAMS: Could a copy be filed with the committee. It would be very helpful when we are examining and considering the facts from other witnesses. That is what I had in mind.

Mr. LEWIS: Not by the Minister, surely. It is not her report.

Miss LAMARSH: I might suggest that perhaps Mr. Ouimet should be asked to produce it. While I have read it I do not know who he even took it to.

Mr. LEWIS: It is not the Minister's report.

Mr. BASFORD: A related question, Mr. Chairman; does the Minister have a statutory duty to request such a report or to receive such a report that Mr. Woolliams is talking about?

Miss LAMARSH: No; I think not.

Mr. McCLEAVE: My question derives out of the discussion by the Minister with the President and the Directors at a luncheon meeting some time back. Did the President indicate the Directors and himself felt a dissatisfaction with the way the program was then being conducted and had asked for changes in it?

Miss LAMARSH: No. The meeting at which I met the Board of Directors, at a luncheon, was a purely social occasion. I had not met any of them before and we were discussing a number of things. It was in a casual way but I suppose any communication between the Board and the Minister cannot be entirely casual.

We discussed consolidation plans, sensitive coverage; we discussed colour and all sorts of things in a very general way and it is my recollection—although it may not even be the recollection of anyone else—that a couple of times I used "This Hour Has Seven Days" as an example of a point I was trying to make. I do not even remember now what point it was but it does stick in my mind that I did use it as an example.

Mr. McCLEAVE: Well did he express dissatisfaction himself with the way the program was being run and did he indicate that he wanted changes in it?

Miss LAMARSH: Mr. Ouimet?

Mr. McCLEAVE: Yes.

Miss LAMARSH: Not to my recollection.

Mr. PRUD'HOMME: Mr. Chairman, I think we should ask that question of Mr. Ouimet.

Mr. McCLEAVE: This was a conversation between the Minister and Mr. Ouimet and since one of the parties referred to is here this is why I ask the question. I am not asking for hearsay, I am asking for a direct communication.

Miss LAMARSH: I cannot remember Mr. McCleave any time the suggestion that there would be personnel changes such as those there are now. I know that



at times the President has discussed with me reaction to individual segments on some shows. His own personal views and my personal views sometimes might agree and sometimes not. I have never felt that any such mention was ever intentional on his part or mine to cause any changes. It was a casual conversation that I might have with you or anyone.

Mr. MATHER: Mr. Chairman, having in mind what the Minister said a little while ago about the fact that she represents—I think she said 15 other public agencies besides the C.B.C., which is a very far flung agency in its own right as we all know, and also considering what she has told us about the type of communication she has with the C.B.C., which is perhaps the most important of the agencies which she represents—and I think it is a rather limited type of communication under great stress because of the time element involved and all the other responsibilities—I was wondering if in her opinion the present set-up is the best one that Parliament could have? In other words, is one Minister in her opinion the best type of link between C.B.C. and Parliament, considering all the other agencies involved?

Miss LAMARSH: Well, maybe I have not been in the position long enough to make a very useful value judgment about this, but as it happened when I came into office there were a number of agencies which are being, or which since have been shorn of their heads. There are a number of new policies and new bills coming forward with a very large issue of broadcasting itself from the result of the Fowler Report. There was the fact that within a month or so I had to meet the House. All of these things have militated against seeing the agency heads as often as I think they would like and as I would like. I do not in any way want to cast any reflection on Mr. Ouimet for the fact that we do not see one another say once a week. He has not requested that many interviews, but he has often requested a chance to see me when I had to wait two or three days to juggle it or maybe not even have been able to do it that week. I think that if there could be a more regular chain of command it would be helpful, but I cannot even establish a very regular one with my under secretary, much less with other people.

Mr. MATHER: Is one minister sufficient for all this realm which you preside over?

Miss LAMARSH: Well, one of the reasons why I think it is sufficient is that we do not have management responsibility, we do not have internal responsibility. Really the responsibility we have is to get the best people we can to manage, to pay them a decent sum and leave them alone while they manage it. The corollary of course, is if they do not, to get someone who can.

*(Translation)*

Mr. BERGER: I find it difficult to follow the directives in this discussion. The Minister has clarified a point. I would like to have clearer ideas in regard to the Minister's relations with the C.B.C. It seems to me that there is an urgent necessity for a discussion, due, as was pointed out in the House, to the fact there is no renewal of contract of Mr. Watson and M. LaPierre. These people have



come to see what happened instead of just reading the newspapers. They wanted to hear evidence from these witnesses who started the whole matter. For about an hour, we have been discussing the matter of whether the Minister concerned had cognizance, whether the C.B.C. got in touch with her, what happened. It seems to me we might have given the matter some thought, before hand. The discussion could have gone on for weeks without hearing the witnesses concerned. If we are going to put the C.B.C. on trial—it seems to be being done at the moment—we might make our positions clearer.

Let's start with the point that concerns us now, that is, Messrs. LaPierre and Watson. It seems to me we should hear them now and see whether truly there is something to it instead of reading newspapers and purported reports. We might be discussing this for days . . . If it was so urgent a matter to raise it in the House, why not hear them now? I propose that the Minister, who has obviously given all the information she had to give on the topic and has given us some guide lines for the discussion be now allowed to withdraw. Perhaps she herself wants some supplementary information from the men involved. I would suggest that, I would like to immediately make a motion, then, Mr. Pelletier.

Mr. LANGLOIS: If I understood the words of Mr. Berger, it seems to me that the problem is this. That the Minister is the first person responsible to Parliament. She is responsible to Parliament in events such as those that have just developed, and I believe that all the same, before embarking on the questioning of certain witnesses, we must find out what the Minister does know about the topic. Further, we should find out anything, she knows, whether she didn't find out, but if she wasn't informed precisely on the subject of the dismissal, on the subject, Mr. Chairman, of the dismissal of Messrs. LaPierre and Watson, and I will be coming to the question in a minute. Another member was given right to speak. That is what I want to know. I don't need to know anything else.

The CHAIRMAN: Well, you have justification for the question. You may put the question to the Minister.

Mr. LANGLOIS (*Mégantic*): Mr. Chairman, here we are facing a problem, a fact, that this program of the C.B.C., *Seven Days* is the most popular program, the one most listened to on the C.B.C. for a long time, and I am very glad. And now, one day, we come practically to the last day of the contract, and such and such are told here that the contract is not renewed. Inevitably, this causes a great deal of upset everywhere. What I want to find out, is whether in reaching such a decision, were there any reasons given and what were those reasons? Before dismissing someone, reasons are given; so my question is put to the Minister.

An hon. MEMBER: Do you put the question to the Minister or to the C.B.C.?

The CHAIRMAN: Order.

Mr. LANGLOIS (*Mégantic*): Did she receive, all this noise in the House of Commons, it seems to me the Minister's position is that she should have asked for information. She could have asked for a report, and the question is:

(English)

Did the Minister inquire and did she find out why Mr. LaPierre and Mr. Watson had been dismissed from "This Hour Has Seven Days"? Did they give any reason, without disclosing any of her information sources whatsoever? Did she inquire?

Mr. PRUD'HOMME: I still object to the words "dismiss" and "firing of".

Mr. LANGLOIS (*Mégantic*): All right then, not renewing the contract, if you would rather have it that way. It comes to the same thing. They still have not got their jobs.

Miss LAMARSH: Well, Mr. Chairman, I think I made it clear from the beginning that on Friday afternoon when I was informed of their dismissal I asked the President if it was true and he advised me that it was true and told me a little about it. Well, he really did not do that. He told me why in his opinion it had been done. I hesitate to repeat that because it is a management matter. He was not advising me in that way, he was simply informing me. I assume that the Committee will have him here. He is the person who can best give the committee the reason why it was done.

Mr. LANGLOIS (*Mégantic*): I agree with that, Mr. Chairman, but the thing is I am not asking what answer he gave, but did you ask, following what happened in the House of Commons—the House was asked to adjourn the debate on that—any authority whatsoever that motivated them or what reasons were given for not renewing the contracts at this particular time when they were to expire soon?

The CHAIRMAN: The Minister has answered the question generally and—

Mr. LANGLOIS (*Mégantic*): Did you receive any reason why?

The CHAIRMAN: The member is not making it clear when he says on that day. The Minister cannot tell what day you are referring to.

Mr. LANGLOIS (*Mégantic*): Following that Friday conversation the Minister has referred to, did the Minister receive any reason why this contract was not to be renewed with Mr. LaPierre, since Mr. Ouimet himself said on television that this program had a 20 per cent chance of being brought back on the air in the fall?

Miss LAMARSH: Under date of April 19 I received a memorandum from my staff which was prepared as a result of my executive assistant's conversation with C.B.C. Vice President Ron Fraser, which sets out C.B.C.'s position. This was intended to be factual for use in the House if there were questions asked on the subject. It does not contain any inside information or recapitulation of the things which have not already been said by the Corporation President with regard to whether This Hour Has Seven Days will be back, who will be on it, the format and that sort of thing and the expiry of Mr. LaPierre's contract on May 8 and Mr. Watson's proposed return. It contains a couple of paragraphs on what area headed up as reasons given by C.B.C. management for dropping Watson and LaPierre.

Mr. LANGLOIS (*Mégantic*): Can you give the reason? Or would you prefer we ask the management?

Miss LAMARSH: Well, of course,—

Mr. LANGLOIS (*Mégantic*): All right, we will leave it at that. They gave you the reasons why they did not intend to renew this contract with Mr. Watson and Mr. LaPierre.

Miss LAMARSH: They were exactly what I heard Mr. Ouimet say on television the other night.

Mr. LANGLOIS (*Mégantic*): But they gave you the reasons.

Miss LAMARSH: Yes. And then there were some other matters raised.

(*Translation*)

Mr. BERGER: I would like to put my motion that we now hear from Mr. Watson and Mr. LaPierre because we are a little late. Let us do it and stop fooling around.

(*English*)

The CHAIRMAN: It is proposed by Mr. Berger that we now hear Mr. Watson, is it? Mr. Watson and Mr. LaPierre. Is it agreed?

Mr. COWAN: Is there any discussion on this motion? I have an important point of view on it. I am quite willing to air it if I am given the opportunity.

Mr. LEWIS: Let the member air his point of view.

Mr. COWAN: Mr. Chairman, I can see no reason for calling two former employees of the Canadian Broadcasting Corporation before this Committee or even taking up the time of the Committee to listen to their representations.

Mr. LEWIS: On a point of order, Mr. Chairman, this committee has already approved a resolution which came from the steering committee which contains precisely that instruction and Mr. Cowan is entirely out of order to discuss it now. We have already decided it.

Mr. BASFORD: On a point of order, Mr. Chairman, the steering committee's report was that we hear these two people if they wanted to be heard. The motion before the committee is that we now hear them. That is a different point. Mr. Cowan is perfectly in order to debate the point whether we now hear them.

Mr. LEWIS: Oh, come now! That is not what he is debating.

Mr. COWAN: I do not think it is the duty of the committee to listen to representations from employees of an organization to which we have entrusted the management, or the board of directors—

The CHAIRMAN: As you say, Mr. Cowan has already made himself out of order discussing the principle which has already been submitted, voted upon and approved by the committee. The only thing he can question, I think, is the opportunity to discuss it now.



Mr. COWAN: If you wish me to come down to that fine point, Sir, I think the committee should leave the matter in abeyance for a week or two weeks. This matter is being discussed in other places and I think we would put ourselves in a ridiculous position of two groups of people coming to divergent opinions on the same matter on the same day. I am in favour of having the management report first and then having employees do their baying at the moon later, not having employees speak before the management have an opportunity to present their side of the discussion.

I do not know when the member was talking about the organization whether he was asking a question or making a statement but he said a couple of moments ago that he has strong feelings in both private and public employment when anybody is let go. He said they should be given reasons for their being allowed to be separated from the payroll. As a man who has spent his life on the management side I could not disagree more with him. I believe in giving people severance pay, and I do not believe in giving them any particular reason why they are being removed. If the management does not want them around the place that is management's decision not the employee's.

I noticed here a little while ago one of our medical members was talking about the same point, yet doctors are removed from hospital boards and no cause need be given, because they find that doctors will turn around and sue the hospital board if they relieve the doctor for any stated reason. That is the law of the province of Ontario and many provinces of this Dominion. If they can remove doctors from hospital boards without stating the cause and if private employers can separate people from employment without giving reason, certain public employers should be given the same opportunity.

The CHAIRMAN: I doubt very much, Mr. Cowan, whether the relevance of these last remarks to the opportunity of discussing the matter now is very obvious.

Mr. RICHARD: We did agree a while ago, at the opening of this meeting, that these gentlemen would be heard on April 21. I do not understand why there is this change in the attitude. Surely the Minister has other matters on which she could be examined at the present time because it only means that she will have to come back. I do not see why the program is being changed at 12.20 p.m.

Mr. MACQUARRIE: Before I will vote on the motion I would like to know, and I think it is a courtesy, if there are members on the committee who would like to ask the Minister questions now. If I discover that there are not I think the motion is one I would like to support.

The CHAIRMAN: There is a motion before the committee. Are you ready for the question?

Motion agreed to.

Mr. BASFORD: Mr. Chairman, before the committee leaves I think for the sake of the record it should be established that the steering committee's report was simply, and the committee's decision was, that the Minister be called at this



time on the estimates of the C.B.C. and that she is recallable regarding those estimates and all other important agencies for which she is responsible as Minister.

The CHAIRMAN: I think that is understood, Mr. Basford.

Mr. BRAND: Mr. Chairman, I would like to thank the Minister for her time and for her remarks to the committee.

The CHAIRMAN: I will thank the Minister on behalf of the committee.

(Translation)

Mr. ASSELIN: Mr. Chairman, may I make a suggestion? Would the Committee first of all hear the evidence of Mr. LaPierre?

The CHAIRMAN: I was just going to put that question. The resolution puts the names in a certain order. Was it the intention of the mover that they be heard in that order, or in some other order? Mr. Watson and Mr. LaPierre?

Mr. ASSELIN: Mr. Chairman, may a proposal be made? We propose that Mr. LaPierre be heard first.

The CHAIRMAN: Mr. Watson, I should ask you if you would like to make a statement now.

Mr. WATSON: I think not.

The CHAIRMAN: You think not; you want to go to questions right away.

Mr. WATSON: Yes.

(Translation)

The CHAIRMAN: The witness has no intention of making an opening statement. Any member of the Committee who has any question to put to him may do so.

(English)

Mr. WATSON: If it is the intention of the committee to hear a chronological description of events I could certainly provide that.

Mr. LEWIS: Could we have that to start with?

Mr. BRAND: I agree to that.

● (12:30 p.m.)

Mr. WATSON: In that case I think I should begin it at the point at which direct contact was made with me about the events that are on the top of our heads at this moment. That was on April 6 when I was informed that the vice president, general manager of English networks wished to see me for what was described as a man-to-man chat. We met in his Toronto office and he advised me to come immediately to the point and be very blunt and direct and say just that at the termination of my present contract there would be no further association between me and the program This Hour Has Seven Days. He said

that there was a new program to be developed in Montreal which he understood had originated at least in part with me—the idea for it had—and if he were able to overcome certain questions he had in his mind and the management had in their minds about me, it might be possible for me to participate in the development of that program. If he were unable to overcome these questions in his mind, or to resolve them, there would be no future permanent employment for me with the C.B.C., but the corporation might be prepared to consider some purely occasional contracts for the production of documentary films.

He said the management had total confidence in my professional capacity and in fact felt that I had served it extremely well and that I was one of the best producers in the corporation, but that the reasons for separating me from *This Hour Has Seven Days* were that it was thought I had a chip on my shoulder towards management; that I was anti-management, disloyal to management, perhaps anti-corporation, anti-president, and he said we had some questions in our mind about your attitudes—

Mr. LEWIS: Are those quotations, his actual words used?

Mr. WATSON: I have my notes, Mr. Chairman, which contain some quotations if the Committee requires them: "anti-president, anti-management, perhaps anti-corporation, anti-C.B.C.", we believe you to be "not one of us". And later, "We are afraid that you are not with us, and I do not want anyone in the C.B.C. who is not with us".

On the subject of my attitude towards Canada, he clarified that by saying, "I do not know whether you believe in Canada or not; you have got to believe in Canada if you are going to take on such a project as we are now discussing, and I have to clarify my mind on that."

He said that my association with the program *This Hour Has Seven Days* has "brought out the bad side of Patrick Watson and that—"

Mr. LEWIS: Bad side of what?

Mr. WATSON: Of me.

Mr. LEWIS: Oh, I see.

Mr. WATSON: —and that he was also convening this meeting between the two of us to see whether or not he could change his mind about the bad side of Patrick Watson. He repeated that there was no question of any permanent future employment with the corporation if the Montreal project did not involve me for one reason or another; that if the management decided that the bad side of me was as it had originally conceived and that I could not be assigned to the new project, then that was that, and if I decided that I did not want to undertake the new project, then that was that. I then asked if that meant that "Seven Days" was to continue as it is, but without my services. He said "no, there were considerable changes planned, including the removal of LaPierre whose feelings showed too readily; he is clearly not with us either, and we cannot afford the luxury of a person whose feelings are worn on his sleeve". And that is a quotation.

He then indicated that there would be changes imposed upon the program's content; that it was the management's intention to preserve the best of "Seven

Days", and that meant the "thoughtful, gutsy parts"—and that is a quotation—but that the trivia would have to go; and that he understood that we might have some problems in pacing and otherwise constructing the show as the result of this decision, but he was sure that the ingenuity of the producers could overcome that problem.

He gave my colleague and executive producer, Mr. Leiterman, a vote of confidence and hoped that he would continue with the program. That is the essence of that conversation. I reported it in full with Mr. Walker's blessing; I asked him if I could discuss it with my colleagues; reported it in full to my supervisor the same evening, and the following day when I was finally able to reach my executive producer Mr. Leiterman.

Mr. MACQUARRIE: Who is the supervisor?

Mr. WATSON: Mr. Reeves Haggan. We agreed amongst us that given the program responsibilities we all had—this was a Wednesday and we were approaching the end of the week and were all extremely busy with putting on a program, with some follow-up matters on the following week-end—that we should most likely convene to decide what we might do together the following Thursday, and that in the meantime Mr. Haggan would confer with his immediate colleagues at the supervisory level.

On the following Thursday I arrived back in Toronto late in the evening to discover that meetings had been held during that day involving Mr. Walker and the supervisory group under Mr. Haggan and Mr. Leiterman; that the position was firm as it had been enunciated to me by Mr. Walker, and that Mr. Haggan had asked to visit the president in Ottawa the following day, Friday the 15th, to make representation to him concerning this problem and a number of others that had grown up within the public affairs department over the past year and a half or two years. Mr. Haggan saw the president the following day and reported to his staff and department that, in effect, their position was firm and they were unwilling to negotiate on the points that he had raised.

By that time it had become a public issue, and I think that while there are many errors in detail in the newspaper reports following that, the essence of what they have reported is reasonably accurate, at least concerning the chronology from there on; and if that relieves me of the task of pursuing the chronology, Mr. Chairman, I am happy, but if the members would like to go on, I suppose I can.

Mr. LEWIS: I do not see why he should have to recall newspaper reports.

Mr. WATSON: Right. It was decided by me and my colleagues—I should say by my colleagues and me because there are many other people involved in this besides myself—but we had no choice but to continue with the preparation of the program for that weekend; that despite the fact that it had become a public issue we should take every possible measure to resolve the conflict within the C.B.C. and as quickly as possible, and this was a matter decided, not only amongst the production group of "Seven Days", but at the departmental level, and involving our supervisor.

I think I have to at least begin to delineate what conflict really is at this point. It is not simply a matter of dismissing Lapierre and Watson, and as at



least one member of the Committee has pointed out, the management must surely have some right to terminate a contract. But when a contract comes to an end that it should not be renewed and neither Mr. LaPierre nor I have any quarrel with that whatsoever.

Background: In 1965 the management of the C.B.C. gave an undertaking in writing to the producers' association in Toronto, after discussions arising from the cancellation of a program in the series called *The Eye-Opener* that there would be no interference—and I am not quoting, I am sorry, I do not have the document with me, but the sense of it was this—that there would be no interference in the future with programs without the full consultation of the program departments and the producers. The management enthusiastically endorsed this position, said it had in fact always been its position; that it regretted that there had ever been any contravention of this general policy, and was simply putting it on the record so there could be no question about it. What they were saying to us in effect, as I understand it, is that the people who are responsible for developing and running programs are the people who know about programs, and certainly if the management wishes to change programs, it must have the full advice of the people responsible.

What had happened here is that a basic element of the content of the program which is the people who appear on it has been removed from it, or the management has announced its irrevocable and undiscussable decision to remove it; that is, it has refused the process of consultation.

Without any prior consultation involving the producer of that program, the executive producer of the program or the producers of the program, in a direct and open contravention of their undertaking of 1965, and of an undertaking that has been tacit in the C.B.C.'s operations for a long time, and which in the view of the producers at least—and the management has explicitly supported this—is really the only way in which the production of this program can work.

It is not so much a matter of divine right of the producers to produce what they want to produce—some people have been suggesting that the producers think that they should have the right to do whatever they want; that is ridiculous. What we want, what we need, is the support of responsible supervision and management of programming. We need advice; we need to know how what we are doing relates to the corporation's policy; we cannot function responsibly without that. Normally we get it; normally it works extremely well. A producer makes a program proposal; he presents it to his supervisor; they examine all the relevant facts; they come to a decision about the form of the program; the management at the next level, whether it be by reporting to the network, as in the case of drama programs, variety programs or through the director of news and public affairs and thence upward, as in the case of news and public affairs, the information is then presented upwards. If the management has questions about why you want to do it that way, they ask them. They are discussed at the supervisory level and also the problems that exist between the points of views. Inevitably, you know, there is tension between the production level and the management level, and that is good; we accept that. The management sets the policy, the producers who should try to adventure a little bit try to test the limits of that policy, and then you work it out between



you, and you come to an agreement and you get the programs on the air, and that is the way it works. At least, that is the way it should work. In this case, evidently, the feelings at the senior management level about "Seven Days" were so acute that they felt it necessary to refuse the process of consultation and make an arbitrary decision and insist that it be carried out.

The "Seven Days" issue is not the only one that my supervisor took to the President. I think in all propriety it should be he and not myself who discusses the details of this presentation; but they had to do with the dismissal, arbitrary dismissal without consultation, of another television producer in the public affairs department, with the refusal of management despite repeated representations by the program department that he was needed for production, by the refusal of management to hire this man, with no reasons given other than that this person was unsuitable to management, a man of long reputation in broadcasting in this country, a man who in fact is acknowledged by the people who created "Seven Days" as the grandfather, if you like, of that program and the initiator of many others, arbitrary refusal to employ this man with no reason given.

There were questions having to do with budgets, with the tampering with program content without consultation, and a number of other matters. All of these were refused arbitrarily.

Mr. LANGLOIS (*Mégantic*): Would you care to give that man's name?

Mr. WATSON: Which man?

Mr. LANGLOIS: The one you were referring to, the grandfather?

Mr. WATSON: Yes, I would. It is Ross McLean. The option is always open, of course, to a program supervisor, to a producer, an executive producer, anybody whose autonomy or whose responsible operation is threatened in this way to say, "Right, I resign. Get out now, quick." This option, I think, is still open to us and it is an option that, in the minds of some of us is becoming increasingly imperative.

However, it was felt—and this was decided in consultation—that this was a matter that ought to be resolvable if men of good will come together, facing a problem that is evidently disrupting the corporation. It ought to be resolvable by discussion, and so far as I know every conceivable attempt to do that has been initiated by the department of public affairs and its officers, including its producers and executive producers, and has met with a consistent refusal on the part of management to discuss the issues up until the meeting held by Mr. Haggan and his departmental supervisors with the President on Monday or Tuesday of this week in which there was some indication, I understand, but I am in no position to give details, that there would be willingness to consider some of the questions raised but certainly not those pertaining to "Seven Days".

Since then—and he had no alternative because it has become a public issue—the President and other officers have made a number of public statements particularly pertaining to the "Seven Days" issue. They have been quite inconsistent with the original statements made to me at the time of my conversation with Mr. Walker. They have had to do with the unacceptability of

the combination of Watson and Leiterman, Watson and LaPierre or perhaps the three of them. They have had to do with the bias of the program, the great many aspects of the program's content which, in fact, are the responsibility of the executive producer in acting within the structure of supervision which has been set up for him, and have offered to us as the performers to be dispensed with and to the Producers Association of Toronto of which I am a member, no understandable reason still for the dismissal.

As you know, the producers' association in Toronto now has met and sent a statement to the President to the effect that his action is a contravention of the 1965 agreement and is unacceptable to them, and has demanded some kind of immediate satisfaction. As you know, the President, although he was read that statement over the telephone by a member of the association's executive the evening it was drafted, decided not to accept it until it appeared on paper the following day, and has now agreed that officers of the corporation shall meet the executive of the association.

There was a unanimous statement on the part of the producers association that management's undertaking regarding the responsibility of program decisions has been repudiated.

I wonder now if I have gone far enough. I am finding that my sense of the timing of the last few days is getting a little confused because they have moved so quickly and precise questions would help me to sort anything else out that has to be sorted out.

Mr. BASFORD: I would like to know first, before we go any further, what the witness thinks the role of this Committee is in this matter of the non-renewal of his contract.

The CHAIRMAN: Excuse me, I did not hear the question.

Mr. BASFORD: I would like to know what the witness thinks the role of this Committee is in the matter of the non-renewal of a contract by management.

The CHAIRMAN: No, I do not think the question is acceptable.

Mr. BASFORD: I think that that question is perfectly in order, Mr. Chairman, because the steering committee reports that we shall hear first those people who report. We have a witness here who by appearing here, says that he has a allege they have a grievance. That is the wording of the steering committee grievance. I want to know what he thinks the role of this Committee is in dealing with that grievance.

Mr. LANGLOIS (*Mégantic*): This is something peculiar. We are the ones, as the steering committee reported and accepted by the Committee, who asked the grievants to come before this Committee, and it is up to us, the Committee, to judge if there is anything in it or not; it is not up to the witness to find out the role of such and such committee. You just cannot ask a simple elector what the role of the Minister is towards the C.B.C.

Mr. BASFORD: It is up to the Committee to determine its role, Mr. Chairman, but I think it is perfectly in order to ask the witness what he thinks the Committee's role should be, in order to assist the Committee in determining what its role is.

Mr. LANGLOIS (*Mégantic*): Well, I would not go in front of a judge, Mr. Chairman, and ask the judge what his role is up there; I should know damn well what the judge's role is. It is to judge, and that is what we are doing here, trying to get the facts.

The CHAIRMAN: Pardon me. Because of the Chairman's inexperience, would you allow him to reserve this question and decide this afternoon if it can be put to the witness.

Mr. BASFORD: I am quite happy, Mr. Chairman, to allow this question to be reserved.

Mr. STANBURY: Mr. Chairman, we are all very interested in the reasons for this change which has concerned us all, I am sure, but I think the purpose of this Committee is really to determine how the C.B.C. has not functioned properly, if it has not. Do I understand Mr. Watson to be stating a grievance in these terms, that regardless of the reasons having been given, the grievance is that the procedure which had been agreed upon by the parties was not followed?

Mr. WATSON: That, Mr. Chairman, appears to me to be more of a symptom than a fundamental reason. It is certainly true that procedure as we understand it, and as we believe it ought to be followed, was not followed. But I guess far more important from the point of view of the whole of the production and programming department is that something like this can only happen if there has been a drastic erosion of confidence, mutual confidence, between the senior management and the program staffs of the Corporation. You know, it should not be necessary between people who are working in an executive role and those of us who are executive producers, in fact, producers, are charged with a great deal of responsibility, we spend a great deal of the C.B.C.'s money, among other things, with a great deal of autonomy. We are charged with doing that. We are charged with designing programs, with hiring people to appear on them, with the disposition of budgets for programs amounting to many thousands of dollars. This is our responsibility. When it seems to us—now, I will speak only for myself here—when there is so little confidence, so little mutual trust between the senior management of the corporation and the executive officers it has appointed to create its programs and spend its program money, that a vice-president must overleap his delegated and supposedly responsible authorities and go straight to the performer in a program who has no right to decide whether he should be on that program or not, and say to him, "You are doing to be off", without any discussion with the people, the key people to whom he has delegated the responsibility to run the program, there is clearly, not just an erosion, but a disappearance of the trust and mutual confidence that has to be there to make the system work effectively. I would like to say, to make the system work at all, but that clearly is not true because programs have been coming on the air and some programs have been very good.

But I have to report to this Committee that it has been, not a joke, but perhaps part of the folklore or mythology or maybe even almost the operating philosophy of program departments within the Corporation for all too long now, that adventurous programming is done not with the support of management, but despite management.



This is a profoundly unhappy situation for producers and for their supervisors. It indicates that the confidence and trust that I am talking about have been absent for a long time. I think that is where the root of the trouble is. I think that is what we within the corporation must ultimately concern ourselves with. I think that the people of Canada have a clear right to be informed and to express themselves on this subject, since we serve them—at least, I have always conceived that to be our function. I guess that the formal quality of the grievance has to do with procedures, yes. But that is not really what concerns us; what we would like to do is to try to find a way to re-establish that trust.

Mr. STANBURY: I think we would too. But in the particular situation we find ourselves in today, the crux of your argument seems to be the departure from the so-called agreement between the producers and management. I wonder whether the Committee could have the benefit of seeing this agreement. Would it be available to the Committee so that we can see what appears to be the basis for what you consider to be a breach of understanding with the producers?

Mr. WATSON: It is my understanding that a copy of this undertaking could be procured either from the producers association executive or from the management of the C.B.C. who wrote it. Perhaps that is the proper source to go to. But I am quite prepared to put in testimony here that the essential import of the agreement was as I have described it, that programs shall not be arbitrarily dealt with by senior management without full consultation with the program department.

Mr. STANBURY: Including the renewal of contracts which might be expiring?

Mr. WATSON: The generality thereof has not been limited, but certainly the content of programs is clearly implicated and, of course, the people who appear on the screen are part of the content of programs.

Mr. LANGLOIS (*Mégantic*): Mr. Chairman, one quick question.

The CHAIRMAN: I do not think we have time for that; we must adjourn at one o'clock. Subject to the approval of the Committee's first report to the House we will meet at 3.30 this afternoon.

#### EVENING SITTING

(*Translation*)

The CHAIRMAN: The Committee will continue to listen to Mr. Watson's statement.

● (6:10 p.m.)

(*English*)

Mr. WATSON: Mr. Chairman, I would be grateful if the committee would allow me, at the beginning of this evening's session, to return for a moment to the beginning of the chronology that I was attempting to sketch this morning because I believe I have left out a few points that are fairly important in giving the texture and atmosphere of these early encounters with senior management.



The CHAIRMAN: Is that agreeable to the committee?

It is agreed.

Mr. WATSON: What seemed to be a key point in Mr. Walker's presentation to me of the reasons why my continued association with the public affairs department in Toronto was unacceptable to him was that I had "thrown out too many challenges to management"; that, for a number of years, I had been challenging them; that these challenges had been worrisome, and that the management really found it unacceptable to go on having to put up with those challenges. As to examples of occasions when I had been challenging and anti-management, he cited my role as the president of the Toronto Producers Association which, in 1965, delivered to Mr. Fowler a brief which was critical of the operation of the C.B.C. and, in particular, echoed some of the conclusions reached by the Glassco Commission. I was told that as president of the Producers Association I had a central responsibility for that brief, and that constituted "talking to outsiders", and that it was totally improper. Also, in pursuing my duties as president of that Association, I had chaired a meeting of the Association to which three members of the senior management had been invited to explain what had happened on the program of "Borderline Case"; that is the program to which I referred earlier which had been cancelled arbitrarily. Out of the discussion of that program came the undertaking which I have referred to, that there would be no further interfering with programs without full consultation. The producers were very forthright in their questioning of management at that meeting at which I had acted as chairman. Mr. Walker referred to it specifically and, in bringing the name of his assistant general manager, Mr. McGall, who had been with him, said, "You really put me and McGall on the spot there, and we cannot have that sort of thing". I have that in my notes.

There are a couple of other points I would like to clarify in connection with the termination of my contract. I am a contract employee with the C.B.C.; I negotiate my contract year by year. The intention expressed to me by Mr. Walker at that time was to terminate all contracts. At present I have three contracts: one is a standard producer's contract, one is a rider to that, as executive producer of the series "Document" which occurs once a month in the "Seven Days" time slot, and a performer's contract as hosts on "Seven Days". All of those were to come to an end. Mr. Walker and others in management who have been chiefly identified as C.B.C. or management spokesmen, said, when this issue began to become public, that the reason for my being removed from "Seven Days" was that there was a grand new project to be developed in Montreal having to do with the centennial, and that I was wanted for that.

They have retreated from this argument now, I am happy to say, but I think it is worth noting that the decision to separate me from "Seven Days" was communicated to middle management in Toronto something like four to six weeks before the "grand new project" was dreamt up at a meeting, at Mont-Gabriel, of the French network and myself.

Another important part of the chronology is that Mr. LaPierre was advised by Douglas Leiterman, our executive producer, of what had happened on April 6 at four o'clock in the morning of April 15. The reason for the delay

was that he had hoped that the matter could be settled by negotiation within the C.B.C. By that time we had become less optimistic and thought that, in fairness to Mr. LaPierre, he should be advised of what was happening.

Mr. Chairman, I think that is all I have to say at present.

Mr. BRAND: Mr. Chairman, I would like to ask a few brief questions of Mr. Watson.

Mr. BASFORD: Mr. Chairman, before we adjourned this morning you had on your table a question of mine which you were going to consider to see whether it was in order or out of order.

The CHAIRMAN: I think the question was in order. You might put it to the witness, but I have to tell the witness that he is perfectly free not to answer it if he does not wish to. Would you repeat the question please?

Mr. BASFORD: My question is as follows, and I will rephrase it so that it is more clear, Mr. Watson. We are here in this committee examining the estimates of the C.B.C. You are here, in the terms of the steering committee's report, at your request to tell us something about the "Seven Days" situation, and the C.B.C. situation. You have said that the "Seven Days" situation is symptomatic of a complete breakdown between management and producers within the C.B.C.

The CHAIRMAN: Mr. Basford, would you speak a little louder?

Mr. BASFORD: Yes, Mr. Chairman. May I say that as far as the program itself is concerned, I think it is a marvellous program and I compliment you for your part in it. However, either you yourself or people acting on your behalf or in your support have advocated that people write to their M.P.s to correct the situation. You have cited the agreement between management and producers by which management would not interfere with the production of programs or the agreement under which terms they would have a say in production. In coming before the committee are you recommending to the committee that we should interfere in the production of "Seven Days" by recommending the renewal of your contract?

Mr. WATSON: I think that is a perfectly fair question, and the answer is categorically no. My understanding of the role of this committee is that it is a body which gathers information and makes recommendations. The committee has indicated its need for more information on the "Seven Days" situation and what lies behind it. I think my obligation here is to provide whatever information is required and perhaps to add to that information which I think might be useful to the committee. In no sense do I feel that I am here to place a grievance before the committee for correction. I know that parliament is parliament, and not the government. Parliament is supreme in matters concerning the C.B.C. and can presumably, if it has to, take action of some kind in connection with the C.B.C. However, my concern here is simply to provide you as a committee with whatever information you desire.

Mr. BASFORD: You are asking the committee to recommend, in the examination of the C.B.C. estimates, the renewal of your contract. Is that right?

Mr. WATSON: No, sir.

Mr. BRAND: Mr. Chairman, I would like to ask Mr. Watson a few brief questions. Was the method used to indicate your dismissal in the normal chain of command? That is the first portion of my question.

Mr. WATSON: No, sir, it was altogether extraordinary. I do not know, although my knowledge is not encyclopaedic, of any instance before where a vice-president of the Corporation has communicated to the host of a program the Corporation's intention of non-renewal without this having been agreed to by the producer.

Mr. BRAND: Was there any suggestion that some of the program's content was some of the cause of the firing, and if so, what did you have to do with the content, or was this more to do with the executive producer, Douglas Leiterman?

Mr. WATSON: There was no suggestion that the program content had anything to do with my disappearance from the program. There was, at that time, no discussion of my role as host of the program, no assessment of it whatsoever.

Mr. BRAND: From what I heard—and I would like to have this clarified—I am wondering whether there was some question about the giving of personal opinions, whether this was frowned upon by certain people? •

Mr. WATSON: I have heard this was stated in public by an officer of the Corporation. I did not hear it myself.

Mr. BRAND: It was not suggested to you then?

Mr. WATSON: No, it was not.

Mr. BRAND: You have mentioned the name of Ross Maclean—undoubtedly there will be a few others that will come up. I would like to ask you a question which I hope you will answer, perhaps you will not. Are you aware of any such thing as a blacklist in the C.B.C.?

Mr. WATSON: I am not aware of the existence of a piece of paper which might be called a blacklist.

Mr. WOOLLIAMS: What do you mean by a blacklist?

Mr. BRAND: Is there a suggestion that some producers or performers, or what have you, would perhaps be considered unemployable by the C.B.C., and have you had any personal experience with any of these?

Mr. WATSON: I have been told, on what I consider to be most reliable authority, that Mr. Maclean is not acceptable to the management of the C.B.C.

Mr. BRAND: Have you tried to obtain him for your program?

Mr. WATSON: Indeed I have. There is a standing request from me issued through proper channels, that Mr. Maclean be given a contract for another contribution to the series "Document". The series was responsible for producing an experimental documentary on video tape. This was the first time we tried that documentary as a film technique. We decided to try one on video tape. Ross Maclean produced and directed it; it was called "A Sense of Captivity" and had



to do with the prison complex in Kingston. It was extraordinarily successful. I wanted him to undertake the development of another program on video tape. I sent a formal request on paper, and my understanding is that there has been no response from head office, who have apparently to approve such a contract, although it is the desire of the department of public affairs that we should do this program.

Mr. BRAND: And yet no reasons were given why people whom you felt as a producer should be brought into the program should not be accepted?

Mr. WATSON: The only reasons I could report to you would be hearsay, and I would rather they came from people who were directly concerned. I think they will come in the course of this inquiry.

Mr. McCLEAVE: Mr. Watson, I am interested in the chain of command directly associated with the program. Do you take all your directions from the executive producer, Mr. Leiterman?

Mr. WATSON: No. I initiated a certain number of things that go into the program. They are arbitrated, in the first instance, by the producer of the week, and there are two producers, Ken Lefoli and Robert Hoyt. They are arbitrated, in the final instance, as the program is assembled into its final form, by the executive producer, and then the total program is finally arbitrated by Mr. Hugh Gauntlett who reports to Reeves Haggan, departmental supervisor. The assignments to me would originate in the same way, through a producer from the executive producer.

Mr. McCLEAVE: Were you ever under direction to leave certain things out of the program that you yourself devised?

Mr. WATSON: Are you talking about this year? Last year I was one of the executive producers of the program. This year I have not had a formal production role—I had, in a sense, but not one that allows me to arbitrate what is in the program. No, I would not be in such a position this year.

Mr. McCLEAVE: What I am trying to get at is whether you have ever disobeyed orders. If you are following directions, whether you do them in your own inimitable way or not, I do not see why fault should be found with you for that. I mentioned Mr. Walker has said some of the “trivia” would be taken out of the program next year. Was he blaming you for certain things that he himself objected to?

Mr. WATSON: He did not say so. He certainly could not, to be logical about it, since the total content of the program is subject to the arbitration of the executive producer.

Mr. McCLEAVE: I have one more question, Mr. Chairman. Over this current year's series, starting last fall, how many times would you have had discussions with those above you with regard to material considered objectionable?

Mr. WATSON: If by “those above me” or “those above us” you mean the immediate supervisory level, there were discussions with that group every week. Perhaps on 15 occasions there have been fairly sharp discussions about material which was considered sensitive.



Mr. McCLEAVE: Did the action come like a bolt out of the blue or did you have an idea that this sort of thing might happen?

Mr. WATSON: I had no idea that this particular action was contemplated. There had been no hint of it whatsoever. It did not come like a bolt out of the blue; I have been aware that the view held of me by Mr. Walker was not one of familial affection. It was really astonishing in that I knew it had not been communicated to my executive producer—to that extent it was shocking.

Mr. LANGLOIS (*Mégantic*): Mr. Watson, you declared that this decision came about in an arbitrary way. You might say it was, in a sense, done in a cavalier way. You did not know it was coming and possibly nobody else knew. Would you know why the management did not consult with the producers on that, as you specified they usually did? Would there be any specific reason why they should jump over a whole ladder of authority and go directly down to a host and say “you are gone”? Did you have any specific reason or do you know of any reasons why they should do a thing like that?

Mr. WATSON: No, sir. There is no reason why a vice-president should not discuss matters with anyone who works in our Corporation, but no reason was given why he should have said to me what he did or why he should have jumped over the line of command.

Mr. LANGLOIS (*Mégantic*): You said they gave you the reason that there was a grand new project in Montreal to do with Expo '67; that that was the first excuse or the first job offer; that this was a way out for them to tell you your contract was finished so that you would not kick too much. They told you that was the project you were going to move to.

Mr. WATSON: You are adding an interpretation.

Mr. LANGLOIS (*Mégantic*): I would like a clarification on that.

● (6:30 p.m.)

Mr. WATSON: I will have to go back. It was presented in this way: If management found it possible to revise their opinion of me, and my attitude towards them which had been responsible for my being withdrawn from “Seven Days”, I could then not be returned to “Seven Days” but given this other project in Montreal. Now the management’s first public statement on Friday, April 15, was to the effect that the reason for my expected non-reappearance on “Seven Days” was that this magnificent new project was coming into being and I was wanted for it. Incidentally, it was that which really triggered our speaking publicly about the issue. We had made a pact amongst ourselves that the only correct response to this situation was “no comment”. This is even a management directive; in a case of controversy involving C.B.C. a producer shall speak to the press only on those things which fall under his competence. We hoped the matter could be settled within the Corporation. There was an indication late that day that Mr. Haggan’s encounter with the president had been an unsuccessful one, and, in fact, extraordinary in its character.

Mr. LANGLOIS (*Mégantic*): Would you know why it was so unsuccessful?

Mr. WATSON: May I go back? When we found that the Corporation had issued the statement and that the reason for my removal was the new program we felt at that point we had been pushed to the point where we must speak publicly.

Why was Mr. Haggan's encounter with the President unsuccessful? I cannot say why, but I can say on what terms. It was not negotiable; it was not a matter to be discussed; it was final, and that was it.

Mr. LANGLOIS (*Mégantic*): At that time did you know that Mr. LaPierre was also concerned? Once they had told you that you were to go, possibly, to this grand project in Montreal, did you know anything about Mr. LaPierre's situation?

Mr. WATSON: Mr. Walker had told me on April 6 that Mr. LaPierre would not return to the program.

Mr. LANGLOIS (*Mégantic*): And up until then nothing had been done? What date was it when they told you about Mr. LaPierre? Did you know of Mr. LaPierre not going back on the program before you knew that you were not?

Mr. WATSON: No.

Mr. LANGLOIS (*Mégantic*): That was at the same time?

Mr. WATSON: That was part of the same package.

Mr. LANGLOIS (*Mégantic*): Would you say that there is a lack of responsibility and trust between all the different levels of management in the C.B.C.?

Mr. WATSON: Acute.

Mr. LANGLOIS (*Mégantic*): Could you explain in very brief words what you mean by "acute", and the most important parts of this lack of responsibility and trust?

Mr. WATSON: It could be based, actually, in terms of the examples that we have been putting before you, on lack of consultation.

My colleague, Wilson Southam, who is in this room, was fired officially "without reason". There is a clause in the producer's contract which allows a producer to be removed if he is paid for 90 days. Mr. Southam prepared a carefully researched document of the circumstances. He had been privately advised that his work had been incompetent in a number of ways. He answered the charges against him in this document. This document was forwarded to the general supervisor, Mr. Haggan, and Mr. Haggan requested of senior management the right to have the time to examine the document, to consult with the other supervisors and producers on the question before any action was settled by management. This undertaking was given. The following day—well, I should correct myself, because I am not sure if it was the following day—but before Mr. Haggan had had his consultation the arbitrary action was taken of firing Mr. Southam.

What really is missing here is a willingness on the part of the people who are assigning to the departmental heads the responsibility of developing, in consultation with their producers who are presumably producers because they are expert in making programs, to have confidence in the judgment of these men,

because producers are not developing wild ideas on their own, and advisers are not assigning programs on their own. The system is supposed to depend on the combined judgment of these groups: and over and over again management has demonstrated an unwillingness to have confidence, in them in these circumstances.

Mr. LANGLOIS (*Mégantic*): Would there be any specific reason for that?

Mr. WATSON: Well, you are asking for an interpretation, I think.

Mr. LANGLOIS (*Mégantic*): You are usually on the receiving end, and when you are on the receiving end and you want to do something there comes a time to say so.

Mr. WATSON: There have been some indications of the kinds of actions, or results of the consultative process between producers and supervisors, which have been unacceptable, and it has almost inevitably been in the area of—

Mr. LANGLOIS (*Mégantic*): The lower level of administration works in a certain satisfactory way?

Mr. WATSON: Well, I would say that so far as my work in the Corporation is concerned since I have been with it, at the departmental level the kind of co-operation and response which I have had has been outstanding.

Mr. LANGLOIS (*Mégantic*): So it is between this level and management that there is misunderstanding.

Mr. WATSON: Yes.

Mr. LANGLOIS (*Mégantic*): Or lack of trust and responsibility existing?

Mr. WATSON: Yes, indeed.

Mr. LANGLOIS (*Mégantic*): I am going to ask one more short question about this particular program, "This Hour Has Seven Days". Could this whole issue be tied down to a specific program or series of programs that you were about to undertake?

Mr. WATSON: You mean not necessarily those that have passed but those in the future?

Mr. LANGLOIS (*Mégantic*): Yes.

Mr. WATSON: Not to my knowledge.

Mr. LANGLOIS (*Mégantic*): Did you have any sort of discussion on a program concerning this famous bankruptcy situation at the moment, that would go in in co-ordination with the civil liberties—or civil rights, I should say.

Mr. WATSON: The bankruptcy situation in the province of Quebec?

Mr. LANGLOIS (*Mégantic*): I would not know if it is in the province of Quebec, or throughout Canada as a whole. Did you have any hopes of passing a program on that?

Mr. WATSON: That subject has been discussed by the editorial group of the program. I was not personally involved in those discussions.



Mr. LANGLOIS (*Mégantic*): But it has been discussed and was a coming program if it had been allowed?

Mr. WATSON: That is not necessarily the conclusion to draw. We develop a great many program ideas up to the point where for some reason or other they are not realizable—either you cannot get the camera to the situation, or the situation to the studio, or the thing proves not to have any foundation; or because of a great deal of research. There are a great many reasons why things begun are not finished.

Mr. LANGLOIS (*Mégantic*): But this particular question, or point, had been submitted for discussion?

Mr. WATSON: It was under development within the programming group. Whether it would ever have got to the point of being programmed, I cannot say.

Mr. WALKER: I would point out that no deduction should be drawn about my point of view because my name is Walker.

I just have one question for Mr. Watson, and it is a personal one. You have a lot at stake in this whole issue, Mr. Watson. What would you like to see happen to you as a result of this, which is part of a much larger issue?

Mr. WATSON: To me personally?

Mr. WALKER: To you personally, yes.

Mr. WATSON: May I make a preamble for a minute.

Mr. WALKER: Yes, certainly.

Mr. WATSON: Well, as a programmer—and that is what I consider myself to be—who has intellectually come of age, if I ever did, within the walls of the C.B.C., I have an affection towards the institution and I am grateful to it. It has given me an opportunity to do the kind of work that I think I can do best. I am well paid. I have been with it for ten years. I have had an extraordinarily satisfactory career. I would like to continue to work for the C.B.C.

I am confident that the C.B.C., instead of being the very good broadcasting which it is, could be the best in the world. I think it could be the prestigious model of what a broadcasting organization ought to be in serving a community which sponsors and supports it. But in order to become that it has to be operated by men who are confident. I think confidence is right at the heart of everything we are talking about here. We have to have men who have confidence in those who work with them, men who can meet criticism with confidence, who can concede error with confidence; but mainly, and above all, people who can look forward with confidence, who can look for opportunities to be taken with confidence, for risks to be taken with confidence, who have confidence to be prepared to grow a little bit instead of proceeding on the theory that management is a matter of people opposed to trouble, and getting rid of the troublemakers.

It has been said by a member of senior management, to one of my colleagues, that it is the intention of the present management to get rid of the troublemakers, and I gather that I am one of this group. It is a proud company.



I would like to continue to be in that group of troublemakers, doing what I can to keep the tradition of public affairs broadcasting, that goes back beyond television, alive and functioning in the liveliest possible way. That is where I think I belong.

At the moment I am afraid there are grave risks that I may not be able to do that because one certainly cannot undertake any responsibility in the Corporation under the present system of responsibility that exists within the Corporation.

Mr. WOOLLIAMS: I have just a few questions of Mr. Watson, and I am interested particularly in one point.

My first question is going to be directed to you on whether you were fairly and justly treated by the Corporation, and this, of course, brings in the question of relationship between management and labour. To come to grips with the problem, there was a contract between you and the C.B.C.

Mr. WATSON: Yes.

Mr. WOOLLIAMS: And how long did that contract run?

Mr. WATSON: As a producer, it ran for one year. I am still within the contract. It expires in June.

Mr. WOOLLIAMS: Have you got a copy of that contract? Is there a copy of that contract going to be filed with the committee?

Mr. WATSON: I can produce it if it is desired.

Mr. WOOLLIAMS: Have you ever consulted a solicitor in reference to the terms and conditions of that contract? Are there any renewal clauses? Are you fully protected?

Mr. WATSON: Well, they are manifest within the contract. It states that negotiation for renewal must be begun within 90 days of the termination of the contract. This is something that is never held to in practice, but it is quoted in the contract. If the contract is not explicitly terminated by that time, then you are considered to be a member of the Corporation until such negotiation takes place.

Mr. WOOLLIAMS: And I presume we are dealing with a contract which affected this program, "Seven Days"—which is the short name for it?

Mr. WATSON: If I may clarify it, again there are really three contracts. Two of them go together as producer and as executive producer. As a producer I am normally responsible to the Corporation for the production of both television and radio programs.

Mr. WOOLLIAMS: That is your general interest.

Mr. WATSON: That is my general interest. There is a rider to the effect that I am to be the producer of a series called "Document".

Mr. WOOLLIAMS: So that this general contract could be renewed, but that does not say, of course, that any contract, or arrangement, in reference to the program "Seven Days" could be renewed?

Mr. WATSON: That is true.

Mr. WOOLLIAMS: Was there any particular contract, or anything in writing, or any verbal arrangement, in reference to the program "Seven Days".

Mr. WATSON: The letter agreement covered my services to this program as host, and covered 35 or 39 programs. I cannot remember the exact number.

Mr. WOOLLIAMS: And when you received that letter I assume that you agreed with the terms and conditions of the letter? You understood it and agreed with the terms and conditions it contained at that time?

Mr. WATSON: Yes.

Mr. WOOLLIAMS: Would you have any objection to filing a copy of this so that the committee could see it?

Mr. WATSON: No; it is a very simple letter. It is not redolent of terms and conditions.

Mr. WOOLLIAMS: There is a letter and there are two other contracts.

Mr. WATSON: Yes.

Mr. WOOLLIAMS: And I know you said that one would end in June. Has, in fact, all those contracts ended, or are they about to end in the very near future.

Mr. WATSON: They are about to end in the very near future.

Mr. WOOLLIAMS: And was it the attitude of management at a certain time, when the program "Seven Days" was at an end, and they were dealing with those contracts in question, that they were not going to renew them?

Mr. WATSON: Right.

Mr. WOOLLIAMS: I take it that, particularly, they were not going to renew the contract in reference to the program "Seven Days"?

Mr. WATSON: It was made clear that that contract would not be renewed; that my contract as executive producer of "Document" would not be renewed; that if there was going to be any continuing relationship it would be as the producer as of yet an unnamed, unbudgeted, unfacilitated, unstaffed program to be made in Montreal; and if that project, for whatever reason, did not come into being there might be some ad hoc per occasion contracts.

Mr. WOOLLIAMS: I want to bring this out before I go into another subject: You were aware, were you, when you went into the contract that at the end your employment would be at an end?

Mr. WATSON: Certainly. Well, that is not entirely accurate.

Mr. WOOLLIAMS: Well, I want you to make your point.

Mr. WATSON: Formally, yes. But I have had contracts of this kind for ten years, and—

Mr. WOOLLIAMS: And traditionally, or by precedent, they are renewed from time to time; so you rely on that precedent or this relationship between the employer and the employee?

Mr. WATSON: To put it in another way, within the departmental structure in which I am working I am already developing projects for next season. There is an assumption based upon the goodwill of the department that you may proceed to project and that the contract will be forthcoming.

Mr. WOOLLIAMS: Dealing with this subject of whether you were fairly and justly treated, there is one thing that did bother me. It seemed like a small thing when you said it, but it may have some implications and I guess you must have drawn some inference from it when management, in the person of whoever said it to you—and I am not interested in the person at this moment—said “you must be like the rest of us” what did you infer from those words?

Mr. WATSON: The phrase was put in two ways: one, “you are not one of us,” and the second, “you are not with us.”

Mr. WOOLLIAMS: What did they mean by that?

Mr. WATSON: I can only assume that it meant that we did not share their view of how the Corporation should be operated.

Mr. WOOLLIAMS: What did you take to be their view of how the Corporation should be operated. What do you think their view was?

Mr. WATSON: Well, you are asking me to interpret their interpretation of my view, I think.

Mr. WOOLLIAMS: It may have been that you differed politically, or philosophically, or on the management relationship. Can you clarify that, because this is an unusual thing?

Mr. WATSON: I think Mr. Walker himself clarified it by the examples he produced. He said—and I have been through this—that I have challenged management too often. It was a behavioural analysis.

Mr. WOOLLIAMS: And did you challenge management about these things?

Mr. WATSON: In my role as executive producer of “Seven Days”, or executive producer of “Seven Days” during its first season, I had occasion to meet management groups and advise them of the intentions of the program group from time to time, and there had been some sharp conflict over our intentions.

Mr. WOOLLIAMS: What did they object to mostly? You say there was sharp conflict.

Mr. WATSON: Yes.

Mr. WOOLLIAMS: What did they object to?

Mr. WATSON: What kind of programming did they object to?

Mr. WOOLLIAMS: Yes.

Mr. WATSON: In most cases programs dealing with controversial material.

Mr. WOOLLIAMS: You also dealt with another thing that bothered me. After all, this is a crown Corporation responsible to Parliament—and there I certainly



agree with the Minister—but you said they had a blacklist. What do you mean by a “blacklist”?—

An hon. MEMBER: He did not say it.

Mr. LANGLOIS: I said that.

Mr. WOOLLIAMS: Is there a blacklist, to your knowledge?

Mr. WATSON: Well, I will simply have to say what I said before, and that is that I know it has been stated—and I know the person who said this—it has been stated that Mr. Ross McLean is not acceptable to the Corporation. It has nothing to do with his professional reputation. That is blacklisting, I consider.

Mr. WOOLLIAMS: Why is he not acceptable? I think this is important, and here we might come to grips with the problem.

Mr. WATSON: Well, I cannot fathom the mind of the person who has made this judgment, and I will not begin to try.

Mr. WOOLLIAMS: In other words, you do not know the answer.

Mr. WATSON: I know that Mr. McLean had been associated with controversial broadcasting, and the programs that got the Corporation “into trouble” are controversial programs, so he is one of the troublemakers.

Mr. WOOLLIAMS: In other words, what you are coming to—and you can correct me if I am wrong—is that there are certain controversial subjects which get the Corporation into trouble, and some of the producers, like yourself and others, feel that they should go ahead with the program, and there has been some clash or challenge between management and labour; is that it?

Mr. WATSON: Yes; and although the president has put himself on record as saying that there is no subject that we cannot deal with, I think that the experience of many producers will be to the effect that this is not true.

Mr. WOOLLIAMS: Well this question was put by another member, but I will put it in another way. Do you want to continue with your program, and in the same creative way as you have in the past, namely, this program “Seven Days”?

Mr. WATSON: That is what I am working very hard to preserve at the moment.

Mr. WOOLLIAMS: And you want to continue with your other colleagues.

Mr. WATSON: Yes. I must say, again, that this is not something that I am in alone, or in with LaPierre. This is something in which I, my executive producer, other producers, the staff, the supervisor of the department and his associate supervisors and his staff—our whole department of public affairs—are concerned.

Another point is that there is evidence that the producers of the Toronto region are all involved in this. My feeling is that we are all involved together.

Mr. WOOLLIAMS: Summing up, it seems to be very clear that the clash between you and management—and I mean yourself and your other friends—is the fact that management do not want to continue with those controversial subjects within this program, or other programs, and you as producers have to go, and therein lies the crux of the problem; is that not correct?

Mr. WATSON: Well, I suppose so; but, you see, it demands such a tremendous amount of interpretation. The Corporation has always taken the stand that it is important to it that the program is not controversial; and what they seem to be saying in this case is that they would rather not have controversy which involves Watson, LaPierre and Douglas Leiterman.

Mr. WOOLLIAMS: And I suppose you take the position that if management takes this hard-and-fast position it cuts out the creativity of the personnel of the C.B.C.

Mr. WATSON: I think it is leading to it. What they are doing is saying "Look, if we want to snip anybody off we can snip them off and we do not have to deal with them through the structure of responsibility," and this is terribly inhibiting to anybody.

Mr. WOOLLIAMS: And in that regard, I take it you feel that you have been treated unfairly and unjustly.

Mr. WATSON: I am not claiming that I personally have been treated unfairly or unjustly.

Mr. WOOLLIAMS: I should have said your colleagues—the whole personnel of the program in question.

● (6:50 p.m.)

Mr. WATSON: Well, if you like, but it seems to me that at the more important level it is a pragmatic question more than a question of justice or a question of fairness. The question of fairness comes in, in terms of the corporation's responsibility to the people it serves. It is responsible for turning the lights on and turning them on as brightly and as often as they possibly can. If it is going to be prevented from so doing, then there is an injustice against the community, which sponsors the C.B.C. So far as we who produce the programs are concerned it is not a matter of injustice but inhibition; we cannot do the job. We can turn out programs that would interest people somewhat and perhaps provide a good deal of service but, you know, I think we all subscribe to the principle that the people can never have too much information, and as soon as the principle that some kinds of information should not be available to the people is introduced then we are in sharp conflict, and this is very much of a problem.

Mr. WOOLLIAMS: Does management take the position it is their responsibility to make the decision on what is good and what is bad; in other words, what kind of programs they will produce.

Mr. WATSON: Yes, and formally, they have that responsibility, and no one can deny it.

Mr. WOOLLIAMS: You may not care to answer this question but I will put it anyway. Has anyone in management ever suggested to you that anyone other than C.B.C. management interfered with regard to the production of this program?

Mr. WATSON: May I interpret here?

Mr. WOOLLIAMS: Yes, surely. You are the man giving the evidence; you are entitled to interpret.

Mr. WATSON: One of the things on your mind, presumably, is what we have come to call political interference and no one has suggested that; I have heard it neither from senior management of the C.B.C. nor from my supervisors or any of my colleagues. There have been instances which I will ask the committee's permission not to refer to specifically, at least at this time, when people involved in segments of the Seven Days program have complained at senior management level about their treatment and senior management's response has been an arbitrary decision without consultation. But, these have not been politicians—at least, technically speaking.

The CHAIRMAN: You are next, Mr. Lewis.

Mr. LEWIS: Mr. Watson, would you go over something for me again and then I will come to the reason for my questions, although it may be obvious when putting my questions. Would you tell us again how you decide on the content of a program. I presume you have initial discussions with some of the people involved. Then, how far up the ladder do you go before that decision to produce the program with that particular content is made?

Mr. WATSON: In the case of what you call ordinary program content, which is not dealing with an acutely sensitive area such as—and I will set these forth although they are not necessarily in this order—Religion, morality or manners and morals, national politics—and I will add another. We have a category we call the ombudsman, which is the taking up of the case of someone who has been done an injustice by some establishment or another, which brings us into that area. Program material is developed to the finished stage before any consultation with the supervisor, and this would include show biz items, literature, the arts generally and so on, so long as they do not extend into the areas that I have described. But, in the case of program material that does not fit into these categories, if it is acutely sensitive then the supervisor will be consulted before any direct action has been taken—except perhaps initial research, you know, which has laid the basis for the story to contact people spend money or roll cameras. Now, at the middle level of the acutely sensitive area he must be consulted, although the item is underdeveloped to some extent or it may be underdeveloped, and he may make a decision it is acutely sensitive and want to discuss the program. In this whole area of sensitive programming the supervisor, in consultation further upwards, will keep a running watch on the development of the program. He may lend his advice, which is often very useful in a positive way by saying: Why do you not ask so and so; do you need more of this, or would it be interesting to have a film of such and such? In this way the program is finally assembled and rehearsed in a rough way in incomplete segments on the day before air day and it is looked at at that time by the supervisor.

Mr. LEWIS: With regard to any of those you described did the program ever get to the people at head office of the C.B.C. which, I gather, is on Bronson Avenue in the City of Ottawa.



Mr. WATSON: Well, in some form it is reported on. I think you would have to ask someone at the supervisory level how early in the program development they have been in the habit of reporting upwards and I think the answer would depend on the acuteness of the sensitivity.

Mr. LEWIS: Do they see it before you go on the air?

Mr. WATSON: Almost never.

Mr. LEWIS: Do they have a full report of what is to go on the air before you go on the air?

Mr. WATSON: Always.

Mr. LEWIS: And, you have said that the decision as to the content is made by the collectivity you described. Suppose a report goes on the management people of the C.B.C. and they disagree with Mr. Haggan who, I understand, is the top rung on the ladder with whom you are immediately concerned.

Mr. WATSON: Yes.

Mr. LEWIS: Suppose that the management on Bronson Avenue disagrees with Mr. Haggan as to the decision which you have collectively made.

Mr. WATSON: Yes. Do you mean what happens then?

Mr. LEWIS: Yes.

Mr. WATSON: Well, usually discussions take place. In most cases the discussion resolves it one way or another. But, there have been some cases of impasse which have had to be resolved by drastic measures, by threats, ultimatums of all kinds and unpleasantness at which time communication just disappears and you cannot talk naturally; people are found saying to each other: "I won't discuss it any more; we cannot talk about that."

Mr. BASFORD: Who says this, you or management?

Mr. LEWIS: Both, they both swear at each other in parliamentary language. At this stage I want to ask you whether you agree with me—not necessarily that you or I might approve of the decision management has made; I happen to disapprove very strongly of the decision it has made in this case as well as some others I have heard about—that if these consultations had, in fact, taken place and if management had given you, the creative people, the producers and the supervisors, a full opportunity to discuss the matters with them, that when a disagreement or an impasse comes up with management it must have the authority to make the final decision?

Mr. WATSON: Absolutely. But, like many absolutes I would like to qualify it. I think if it happens over and over again purely at a pragmatic level it makes the machinery slow down.

Mr. LEWIS: I appreciate that.

Mr. WATSON: But, of course, the senior management of the corporation have to carry the can and take the rap; they have to face the members of Parliament, the public, and justify the program.

Mr. LEWIS: Mr. Watson, I fully appreciate that but I make this preface to my next question. I fully appreciate the fact you cannot have a useful C.B.C. in Canada if top management is so timed and frightened that it inhibits the producers from producing anything that may tread on someone's toes. I have never known of anything worth doing that will not tread on someone's toes and I appreciate fully that if management takes that position you are not going to have very adventurous programs. That means to me that if management does it on a regular basis something ought to be done about management. But, at some point in this corporation should there or should there not reside the final authority to say whether or not a program will be shown?

Mr. WATSON: Yes.

Mr. LEWIS: And, can that authority ever be left in the hands of one department or a collectivity of producers or must it be elsewhere?

Mr. WATSON: The department or the collectivity of producers has to be responsible ultimately to the president, and they are; that is the structure and the system within which we work, and when it works well it works very well.

Mr. LEWIS: Therefore, your complaint, if I understand it, and I really very much want to, is a twofold one: First, that the particular way in which you and Mr. LaPierre were withdrawn from the program was wrong and unusual because it jumped over your immediate supervisors, executive producer and so on. Am I right that that is one basis of your complaint?

Mr. WATSON: Yes.

Mr. LEWIS: And, your second complaint is that your experience in the C.B.C. has been such that you find that top management has been hesitant and timid about permitting you people in this program and in other programs undertaking adventuresome developments?

Mr. WATSON: Yes. That is not the language I would have chosen but I think it is all right.

Mr. LEWIS: Well, use your own language; you know better.

Mr. WATSON: I think that there has been an attempt to inhibit the development of programming which engages the feelings, arouses concern and provokes discussion amongst the people of this country. I think that the tendency has been to discourage programming that does not lead to a quiet life.

Mr. LEWIS: You have put it better but that is exactly what I had in mind. Then, for my final question, am I correct in saying that what you are presenting to this committee is not the question of your withdrawal or Mr. LaPierre's withdrawal but the fact that the corporation, responsible to Parliament, is preventing the kind of development which, in your view, the C.B.C. must have if it is to perform its function toward the public of Canada.

Mr. WATSON: Yes.

Mr. LEWIS: Is that your reason for being here?

Mr. WATSON: Primarily, yes. The other things are manifestations. Yes, that is the crux of it.

(Translation)

Mr. ASSELIN (*Charlevoix*): Mr. Watson, Mr. Lewis asked a great many questions, I would simply like to refer to the collective agreement that you have or the contract you have with the Corporation. In this contract, are there any indications that the Corporation, the C.B.C., has to give you any reasons when an employee is dismissed?

Mr. WATSON: As a producer, no. The C.B.C. may not give any reason for bringing a contract to its conclusion 90 days before the expiration date.

Mr. ASSELIN: Now that means that the C.B.C., that is the Management, could dismiss you without giving you any reason for your dismissal, 90 days before.

Mr. WATSON: Ninety days before the expiration date, yes, that is, if the time is less than 90 days, reasons must be given me.

Mr. ASSELIN: You said a little while ago also at the very outset when you gave some details on the statement made this morning, that you had participated in the work to study the Fowler Report and that this survey or this document criticized the operation of the C.B.C., or that this has been interpreted in this way, at any rate by the management of the C.B.C. Would you want to say to this Committee what was the broad outline of this brief presented following the Fowler report?

Mr. WATSON: Just about the same statement as I have made here to the Committee, just about the same general ideas.

Mr. ASSELIN: The C.B.C. Management has also blamed you for not always following the directions of the producer in your program "Seven Days". I saw this in the press, I don't know whether it is right, but if not you will correct me. They said that sometimes you went beyond the program, drafted or elaborated in your questionnaires on "Seven Days".

Mr. WATSON: Oh, no. No, I don't think so, not officially anyway.

Mr. ASSELIN: Were you not always told too that sometimes you lacked impartiality or objectivity?

Mr. WATSON: Oh, never.

Mr. ASSELIN: Was this directed to Mr. LaPierre?

Mr. WATSON: Ask him.

Mr. ASSELIN: Did you learn that there was any conflict between you and the top management of the C.B.C. before your meeting of April 6th?

Mr. WATSON: It is a little difficult for me to reply to your question because I have known for a long time that there was a conflict of sorts between us but there is no definite formal conflict.

Mr. ASSELIN: During the last few months did you feel that the situation was a little more tense between you and your superiors?

Mr. WATSON: No.



Mr. ASSELIN: The conversation on April 6th was a revelation to you then?

Mr. WATSON: Oh, yes, it was, absolutely. The precise terms given by Mr. Walker certainly were a revelation for me, oh, yes.

Mr. ASSELIN: If the C.B.C. maintains its decision is it your opinion that there will be a tense atmosphere among the producers of the C.B.C. and that it might even lead to a strike?

Mr. WATSON: I am afraid, yes.

Mr. ASSELIN: It could go that far.

Mr. WATSON: Oh, yes, it could.

(English)

The CHAIRMAN: Would you proceed now, Mr. Sherman.

Mr. SHERMAN: Mr. Watson, I hope you will excuse me if I go over ground which you already covered early this morning. However, I was not able to attend this morning.

You are a man of considerable talent and reputation in the public affairs field and in your journalistic fraternity across Canada. I am wondering whether you were really happy as a journalist with *This Hour Has Seven Days*?

Mr. WATSON: With *This Hour Has Seven Days*, yes, I can say unequivocally it has been the most fruitful period of my career but it has not been without many difficulties. It has been a difficult program. It has been the collaboration of a number of people with strong personalities and with different views on a lot of subjects, as a result of which there has been a tremendous amount of fruitful friction, if I can put it that way. But, there has been, at the same time, underlying these relationships a commitment to the kind of programming in general, a willingness to trust the judgment of other people and so on. Last year two executive producers alternated in their production of the program; Mr. Leiterman had one week and I had the next. There were many things I did with which he disagreed and many things that he did with which I disagreed, but we had a commitment to each other which was a cheerful one, that this was o.k. outside the system in which we wanted to work, and we trusted each other with that kind of arbitration. A great deal of this combination of friction and trust takes place within the organization. It is tough, tiring and hard work morally, spiritually and all the rest of it, but the end result has been one for me of immense satisfaction.

● (7:10 p.m.)

Mr. SHERMAN: It was undoubtedly an exciting environment, but as a professional journalist were you satisfied with the journalistic job that "*Seven Days*" was and is doing or, if you had free rein, if it were yours to play with, would there be something in the area of journalistic professionalism that you think might be improved?

Mr. WATSON: Well, sure you can always improve. I know it sounds like a hedging answer and I do not mean it to be but you asked a question to which it is almost impossible to give a precise answer. If I were running "Seven Days" all by myself would it be different? Sure it would because the things I disagree with that other people are doing would not appear. I do not think I can say philosophically that that would make it a better program; it would be my program but not necessarily a better one.

Mr. SHERMAN: Which type of program do you prefer working on, "Seven Days" or "Document"?

Mr. WATSON: I can only answer it by saying that the combination is totally satisfying. I have a chance, on the one hand, to develop our programs on a single theme which require a lot more careful preparation and, on the other hand, to do this topical program. I think that both kinds of programming can be equally compelling to the audience and serve them equally well, and I enjoy them both. I love the combination. I am not sure we were meant to discuss this.

The CHAIRMAN: May I remark that if this line of questioning were to be pursued, the Chair would start having doubts about its relevancy.

Mr. SHERMAN: Perhaps I had better reshape my approach to the witness, Mr. Chairman. What I am trying to determine, for my own satisfaction, is the degree of intellectual involvement and intellectual happiness that he feels with this particular program that is in review and under discussion here in this committee, and in fact across the nation.

Mr. Watson, was there ever any circumstance or any incident at which time it became necessary for you, for Mr. LaPierre, Mr. Leiterman and others responsible for the production and construction of the "Seven Days" program, to back down and surrender overtly, surrender directly on a particular subject, a particular topic, which you wished to examine?

Mr. WATSON: Several.

Mr. SHERMAN: Did you have any recourse to an appeal whenever this situation arose?

Mr. WATSON: No, because it was arbitrated finally at the top level.

Mr. SHERMAN: You said, during a television interview which I was able to see two or three nights ago, that your loyalty to management and, in fact, perhaps even your loyalty to more important institutions than management, was, to a certain degree, impugned in this situation.

Mr. WATSON: It was clearly the import of Mr. Walker's description of the reasons why I would not continue with "Seven Days", that I was disloyal to the management of the Corporation. He said he wondered about my loyalty towards the C.B.C.

Mr. SHERMAN: What does he mean, in your view, by "loyalty to the C.B.C. and loyalty to management"? Does he talk about your loyalty to Canada and your loyalty to our society?

Mr. WATSON: No. I think when I answered an earlier question about the interpretation of the phrase "are you one of us" that it was what he was talking about.

Mr. SHERMAN: During your answers to a series of questions asked by another member of the committee you gave me the impression that you think the C.B.C., from a television point of view, leaves much to be desired as far as a provocative and stimulating public affairs programming is concerned. Can you suggest what there is about other public affairs programming undertaken by other networks that you admire and that outshine and overshadow this type of programming that the C.B.C. does? From a purely layman's point of view many of us are struck by what I think I could call the adventuresomeness of the work that the C.B.C. does.

Mr. WATSON: I think that is a fair statement, if you are comparing the output of the United States network. Mind you, I have to qualify that instantly and say that, for example, the major documentaries produced by the three big networks in the United States are well funded, generally pretty fearless, and, I think, provide an immense service. I think where those networks have fallen down all too often in their production of these documentaries is to schedule them at times when people are not watching television very much because they have to compete with sponsors who want prime time for light entertainment. There has been a certain lack of determination, I believe, on their part in that regard. I think that from time to time the C.B.C. has outstripped us somewhat in its handling of controversy, but I think we have done pretty well. I do not remember having said there was something to be desired in the C.B.C.s -programming in this area, but if I did, one of the things that I meant by it was that, on the English networks, we have, at present, two hours a week in prime time for public affairs. Now, in a corporation whose mandate is clearly to serve this country with information, among other things, that seems to me a pitifully small segment of the viewing hours.

May I say just one more thing? I think that there has been, because of the atmosphere of discouragement of controversy, people who have left in despair—and I do think that is too strong a word for some of them—and others who might have come to us but who will not come to us to develop programs. That is something that worries me a great deal. It has been left to programmers at the level of production to encourage and hire men who agree to carry this tradition on. It seems to me that it should be a part of the main program of operation of the C.B.C. to search out men like this—but it does not happen.

Mr. SHERMAN: Is this not sort of endemic in the type of broadcasting system that the C.B.C. itself is? This situation has arisen before, and I presume that being a realist you realize it is likely to happen again even if you achieve this kind of climate of consultation that you desire so keenly. Surely you do not suggest that when explosive and creative people are working together this is going to solve this perpetual and rather chronic problem?

Mr. WATSON: If what you are talking about is the creation of an atmosphere in which the best kind of ventilation of issues can take place, I do not agree.



To come back to what I said about confidence, if there is an atmosphere of confidence throughout the Corporation, if the Corporation can say to the public "this is our job and this is what we are going to do and this is how we do it", and if they can say it in confidence because they believe in it and understand it, then I think more and more people will want to come and work for the C.B.C., not just from within Canada—and we are losing those—but I know that people will want to come from other countries; it is already happening in the case of "Seven Days", people from other countries want to come and work on this program. I think that that could be characteristic of the C.B.C. not just in public affairs but in drama, variety, music and all the areas in programming that it provides for the Canadian people. I am certain of it. I think it should be an objective to make the Corporation that kind of institution. It seems to me that one of the prime requisitions of good management on every level in the broadcasting system is to make it possible for gifted people to do what they want to do, within a system of responsible control, and to bring out of people what is in them, be they musicians, journalists, actors, directors or producers, to turn them on, get the talent out, bring out what is inside. That takes confidence, courage and mutual trust. That, I think, is what we are missing now.

Mr. SHERMAN: I think everybody in this room would agree with you, but I think I could also say that, to a certain degree, that is achieved by the attraction which the C.B.C. has had in the past for people like yourself. You have been with them for ten years.

Mr. WATSON: Yes, that is true. I must say that despite all the dreadful things that I have been saying are wrong, the basic structure of the C.B.C.—maybe I should not talk about the basic structure but the basic situation that it has within the country, its relationship to the community, its spread across the country, its ability to draw on its regional centres, its relation to parliament, the tradition that it has inherited, are excellent. People who are committed to this country, and not only committed to programming or to doing what they want to do so that they can go abroad and do it elsewhere, can stay and do a lot of good work within the Corporation. I do not think that is going to change either. It has been a well founded institution. I would like to say it would take a great deal to wreck it.

Mr. SHERMAN: I have one last question. Were you surprised, Mr. Watson, dismayed, encouraged or otherwise affected or unaffected by the public reaction to the forcible severance of your association with the program?

Mr. WATSON: I think we were all greatly encouraged.

Mr. MACKASEY: Mr. Chairman, I have just a few questions to ask of Mr. Watson, and they are basically about the program, some of which I think you have touched on but which I would like to put on record for my own information. How long have you been with that particular program in both capacities of producer and host?

Mr. WATSON: Douglas Leiterman and I conceived the precise form of programming in the winter of 1963-64 and launched it on the air in October of 1964. My role changed to host in October, 1965.

Mr. MACKASEY: I am also an admirer of your program, so in case my questions create a different opinion, I would like to say it now. You mentioned there are four basic areas which you will call "sensitive areas" to which I will come back in a minute—which are: religion, morals, politics, and the ombudsman area. You said, in answer to a question put by Mr. Lewis, that periodically there are programs in these sensitive areas which are not shown for one reason or another, usually after some discussion with top management. Am I right so far? I would like to get these things straight for myself. On any of these occasions when these programs have been prevented from being shown, was it intimated to you that this was by government directive?

Mr. WATSON: Never.

Mr. MACKASEY: By the Liberal party?

Mr. WATSON: Never.

Mr. MACKASEY: By any other political party?

Mr. WATSON: Never.

Mr. MACKASEY: By any member of a party?

Mr. WATSON: Never.

Mr. MACKASEY: By any of the ministers?

Mr. WATSON: No, sir.

Mr. MACKASEY: Let us go back to the sensitive areas, to religion, for instance.

Mr. WOOLLIAMS: What were the areas you just discussed?

Mr. MACKASEY: For one who follows the program, if I may say so, almost religiously, could you explain how much more controversial you can get than some of the programs you have shown in the last year in the field of religion? I might mention the one on the Pope, but there were others that have created a fair amount of controversy. How much further could you go? What type of religious programs would management overrule you on?

Mr. WATSON: I do not think I could predict it.

Mr. MACKASEY: I do not mean you to predict; I am asking about what happened in the past, not what happened in the future.

Mr. WATSON: I cannot remember any program segment in the area of religion which has been prevented from going on the air. One has been repudiated after it was on the air.

Mr. MACKASEY: Let us get into the area of morals. I am trying to find out management's criteria for preventing some of these areas. When you said you had a rather wide scope in what was generally known as morals, all the way from bare breasted dancers to drug addicts, homosexuals and anything else you want to call which is normally not shown on timid programs, could you tell us how much further you can go in that area?

Mr. WATSON: If the present intention of the management is carried out, we will go nowhere in that area because that is one area which is to be excised from the program.

Mr. WOOLLIAMS: I hope you are not setting this man up as an expert witness.

Mr. MACKASEY: In other words, you have had some direction on what management wants to tone down?

Mr. WATSON: Yes. I really think, with respect, sir, this is an area which is more within the competence of Mr. Leiterman who is now more directly responsible for programs.

Mr. MACKASEY: You were producer for a while. Let us take the time you were a producer in the field of politics. I admired and chuckled over your satire of the Senate. I curled in anger at what I called your hatchet job of Mr. Diefenbaker and Mr. Pearson while other people never questioned your right to do it. Just how much more freedom can you have in this particular area?

Mr. WATSON: That would fall within that category.

Mr. MACKASEY: What I am trying to get out is to be fair to management in the past, not in the future. In the last area, the ombudsman area—I am referring here to the Spencer and Truscott cases and many other things—you have done the nation good by bringing forward those cases, nevertheless some of them were politically embarrassing and some were controversial. However, where have you been restricted in this particular area?

● (7:30 p.m.)

Mr. WATSON: Well, again, this is an area that it has been indicated the program is not to trespass on again.

Mr. MACKASEY: In the future?

Mr. WATSON: Yes.

Mr. MACKASEY: But I am talking about the past.

Mr. WATSON: There has been constant quarrel with our judgment in presenting program items of this kind.

There was an instance last year in which a program segment in this area was again repudiated after it went on the air. This is another instance which, I think, might be useful not so much because of the substance of it but to indicate the manner in which these things have been dealt with.

Mr. MACKASEY: I was going to say that in this area of creativity, and on this problem in regard to controversy, and a good relationship between management and producer, do you not think the logical thing would be to sit down and discuss it and arrive at agreement rather than having management saying arbitrarily to kill the program? Do you not think that is logical?

Mr. WATSON: Yes; but with people who know what the program is and how it is developed and what the significance of it is.



What has happened is that there have been arbitrary decisions that the program material about a certain subject, or in a certain area, is not to take place, and this has been arbitrarily and finally decided without the people who are making the decision having seen the material, and rejecting the combined judgment of the people—that is, the supervisors in the department—who are charged with examining what the producers initiate and recommending to management that this go on the air. These recommendations have all too frequently been rejected without even having a look at the program material.

Mr. MACKASEY: You say that all too frequently they have been rejected, but a few moments ago you did admit that you have had a tremendous degree of freedom in the four areas that I mentioned.

But would you care to elaborate on some of the programs that were refused and say, briefly, why, such as in the area of religion? Are there any that come to mind?

Mr. WATSON: I cannot remember a segment in the area of religion that did not get on the air.

Mr. MACKASEY: What about morals?

Mr. WATSON: Well, an example that is interesting, I think, is the case of the Rev. Mr. Horsburgh. When his story first came to light last year—and this was before the reorganization of management had taken place, and we were reporting to the network in Toronto—there was a flat instruction that there would be no programming on this subject of the Rev. Mr. Horsburgh. A network official took the responsibility for, in fact, disregarding this judgment and that program segment went on the air. He took the decision after seeing what had been prepared and decided it was a responsible programming.

To go back earlier, to the time of the Royal visit, when it was noised abroad that hot reception to the Queen would result in Quebec, there was instruction that there be no programming about this subject—and this was before “Seven Days” had even been on the air.

We had, as would be normal before this instruction was received prepared a program segment involving, among other things, the views of the citizens of the city of Quebec. We were told that this could not go on the air under any circumstances. It was the combined judgment of the department and the network that this was valid program material. This was back in the days when we were reporting to the network. But it was arbitrarily turned down.

To that judgment, I am sorry to say, we submitted.

Mr. MACKASEY: At a point earlier in the questioning you narrowed your complaints down, or your reason for being here, basically, so far as this program is concerned, to two particular facts: one, the particular way in which you were notified your services were not longer required on the program—that is, that it did not come through the normal chain of command, which is not really too terrible—and the second is that of management's fear of letting you produce what is called controversial programs. Yet, from what I can gather, this is what you have been doing. You have been showing controversial programs and my questioning has not caused me to change my opinion.

An hon. MEMBER: They are going to kick them out.

Mr. WATSON: The action that is being taken now—and I think this is certainly clear to me, and I hope I can make it clear—the action under way now is to diminish drastically the amount of controversy that takes place within the program.

Mr. MACKASEY: You are speaking of the future and I am insisting of coming back to reality. What are you basing your opinion on, that they intend to emasculate your program, or to reduce the controversial nature of it? What do you base that on? Have you had conversation that you can repeat?

Mr. WATSON: Only the predicted actions which Mr. Walker has described?—that it is the removal of certain personnel, the breaking up of combinations, the willingness to have Mr. Leiterman go, if need be, and to continue the program under someone else.

Mr. MACKASEY: You are presuming, because of these things, that this will be the end result, and this is what you are presuming that management is setting out to do?

Mr. WATSON: On the basis that throughout the two years' history of the program there have been items within the program at which management has expressed, over and over again, its distress; and that is the kind of item I am discussing. There are those that they would rather not see on the air.

Mr. MACKASEY: But they have never in a written directive told you that in the future the program cannot show this.

Mr. WATSON: I do not know of any written directive.

Mr. MACKASEY: You have inferred this from Mr. Walker in the last few weeks. You are predicting this will be the end result, intentionally or otherwise?

Mr. WATSON: I am drawing a conclusion, but I think it is a conclusion based on experience.

Mr. MACKASEY: May we presume that you are taking the position that there are not three other people in the whole of the Dominion of Canada who can produce the same kind of program, let us say, if Mr. Leiterman is replaced, and from that standpoint the program will be toned down?

Mr. WATSON: Anyone who will undertake to produce the program under the conditions now being set by management can only be a person who is prepared to do what management tells him to do at every step, and anyone who is of that mind is not going to produce a controversial program.

Mr. MACKASEY: Do you know what these conditions are? You say "working under these conditions". What are these conditions that you mentioned?

Mr. WATSON: I thought I had described these.

Mr. MACKASEY: If you have done so, then there is no use repeating it. I can read it in the evidence.

Mr. WATSON: It may be inadequacy in my ability to describe it, but their intention is not to allow to appear on the program the things that have distressed them in the past.

Mr. MACKASEY: It is the program that is the basis of all the problems. There is no other conflict of problem between you and, say, Mr. Walker? It is the program?

Mr. WATSON: Mr. Walker's expressed description to me of the reason for getting rid of me had to do with my disloyalty to the management.

The CHAIRMAN: May I interject here, please. This question from me might be inhibiting, but were you here this morning, Mr. Mackasey?

Mr. MACKASEY: No; that is why I am willing to read the evidence.

The CHAIRMAN: May the Chair ask you to be very cautious, because most of this ground has been covered.

Mr. MACKASEY: I agree with you.

I would like to get on to Ross McLean for a moment, because I am an admirer of his. You feel that he is blackballed, or that he is blacklisted, or is ostracized by the C.B.C. Do you know that, or is this hearsay?

Mr. WATSON: Do I know personally, or is this hearsay?

Mr. MACKASEY: Yes.

Mr. WATSON: I have been told by a senior member of management that another senior member of management refuses to have Mr. McLean employed by the Corporation.

Mr. MACKASEY: Would you be prepared to identify these people so that we can find out why a Canadian should be ostracized for some reason or another.

Mr. WATSON: I would hope that we could diminish the amount of personal-ity discussion in connection with the issue.

Mr. MACKASEY: But you said that Mr. McLean was on the blacklist.

Some hon. MEMBERS: No, no.

Mr. MACKASEY: In the case of the program on the penitentiary, how long ago was that on the air.

Mr. WATSON: The Kingston penitentiary?

Mr. MACKASEY: Yes.

Mr. WATSON: I believe it was January 23 or 24.

Mr. MACKASEY: How did you circumvent this conspiracy against Mr. McLean and show that program?

Mr. WATSON: After repeated representations on the part of the department for the services of Mr. McLean it was agreed that he could have one program to do, but that would be the end of it.

Mr. MACKASEY: That is the end of my questions.



Mr. JOHNSTON: Mr. Watson, when you began "Seven Days" did you have any ultimate aims other than to be interesting, lively and informative?

Mr. WATSON: Well, our aim was to try to produce something like what the program has become; to try to make non-fiction television as compelling as it possibly can be. That is the broadest description I can give.

Mr. JOHNSTON: As the program has gone along and succeeded possibly beyond your original imagination, have you had a sense of personal power accruing to you as producer and host on this program?

Mr. WATSON: Well, that is a difficult question to answer. I certainly had a sense of my increasing confidence in my own production skills; and I guess if that is what you mean by "power" I would have to answer Yes.

Mr. JOHNSTON: But has there been the sort of thing that might change your original aims, or lead you to acquire aims that you might be in the position, as a person so intimate with this job from the beginning, to sort of bypass management?

Mr. WATSON: Well, at the risk of putting an idea into your mind, because I think we have talked about this in terms of examples, if you are suggesting, or implying would I like now to run for Parliament on the strength of what I have been doing on television, the answer is No.

Mr. JOHNSTON: Would you like to break Canada's relationship with the United States, or to convert this country to a republican form of government?

Mr. WATSON: No.

Mr. JOHNSTON: I am rather interested in the amount of time you spent on chronology and the development of the firing. It seems to me that in the program as you do it, in the format of "Seven Days", there is no chronology; and with your ability and power to splice and juxta-oppose as you make the program it is very difficult to understand just what you are getting at through the course of the program; it is extremely difficult to put one's finger on this very important factor, I think, in it.

This is partly still the original question, but it also leads to another. You have spoken about the necessity for confidence, and it seems to me that the program must fracture the confidence of at least half its viewers, even although it may restore it, perhaps, immediately after; but I would suggest that the fractures of confidence are the things that are remembered.

Would you feel that in the very nature of the program, and perhaps in the medium of television itself, the method by which your contract was terminated was inevitable; that it would bypass all the sort of laid-down lines, just as your program has often bypassed what we would conveniently think of as chronologic development? Would it be inevitable?

Mr. WATSON: I would not have thought so. I would have thought that the inevitable result of lack of confidence about the program would have been to fire, if anyone, the producer of the program.

This is not an action which I am recommending.

Mr. JOHNSTON: Now, you spoke originally this morning of a sort of direct appeal to the Canadian people. I have not seen any of yours or Mr. LaPierre's appearances within the last few days, since this matter became a public issue. Do you feel that you have in any way in the last few days bypassed this institution of Parliament with a more direct appeal to the people of Canada?

Mr. WATSON: Well, not with that precise intention.

I must say, I think, that I regret very much that things have had to come to the point where this has become a public issue. I think all of us would have preferred, if any conflict had developed within the C.B.C., that it could have been resolved within the C.B.C. There was no intention to bypass Parliament. I am not really sure what Parliament's role is, or ought to be, in this anyway.

The problem has been with regard to our relationship with management, and if anything has been bypassed by the public ventilation of the issue it has been this relationship; but this relationship had essentially been effectively destroyed anyway.

Mr. JOHNSTON: I did not see the program, as I said. But, did you ask people to write to their member of Parliament about yourself, Mr. LaPierre or about the program, *This Hour has Seven Days*?

Mr. WATSON: Not on television, but responding to people's questions as to what they could do they were told by various members of our group that one of the things they could do would be to write to the president of the C.B.C. or their member of Parliament.

● (7:45 p.m.)

Mr. JOHNSTON: Do you feel that through a program such as *This Hour has Seven Days* you ever could direct the thinking of the people of Canada towards any certain objective, or will the program that you send out always be a sort of two edge sword that can only dangle and strike where it might? I ask this because in the two letters I received today the writers asked me to use my influence to save your program, and both asked me in the same letters to see that *Festival* got axed.

Mr. WATSON: Yes, I remember getting a letter from a viewer who hoped that our program would never descend to the desperate level of *Festival*. However, I am not clear on the import of your question in connection with *Festival* and the use of *This Hour has Seven Days* to direct public action toward it.

Mr. JOHNSTON: The impression is that you feel you can be predictable any time as to what results a program will have and, if you want a specific example, I could refer to a recent program, the bit on glue sniffing, wherein *This Hour has Seven Days* provided a recipe for any Canadian whose intelligence was such he could not work it out for himself. It was explained precisely what was involved here. And, moments later, I cannot recall whether you yourself went on to say that the idea of all this was generally to prevent glue sniffing. Do you

feel that you know whether you have increased the incidence of glue sniffing since your program was aired or whether your aim of reducing the incidence had the desired results.

Mr. WATSON: To come down to it, the aim was not to reduce the incidence of glue sniffing although my hope would be that that would be the result; the proposed aim was to turn the light on, to say that here is something that is happening, and to make it happen in front of the people. The proposed aim was information. Does that satisfy you, sir?

Mr. JOHNSTON: Do you agree that perhaps the medium has the message then, when you speak of turning the light on, and maybe we should not be concerned about it?

Mr. WATSON: I think it would be a bit complicated to get into what Mr. Johnston meant by that little euphemism. We have to be concerned with content but, by that, I do not mean to say the use of television to produce particular social results; general social results, yes because we must proceed on the assumption that the general social result of increased information and participation in the sense of discussion in provoking, arousing people, which is one of the special aims of the program, can only be good, but what the dimensions and the texture of that result are going to be is something else.

*(Translation)*

The CHAIRMAN: I am sorry I have to intervene but several members of the Committee have pointed out to me that we will have to go back to the House for 8 o'clock and that this meeting should be adjourned.

*(English)*

Therefore, I think this meeting should be adjourned. The committee will meet tomorrow morning at 9 and continue until 11 o'clock in room 308.

Mr. MATHER: Mr. Chairman, just before adjourning I would like to raise a point of order. I do not have any questions to ask Mr. Watson but I would like to draw to the attention of the committee and to yourself the fact that the members of the press who are in attendance are working under very difficult circumstances; not only are they in cramped quarters but they have no translation facilities. I think that better facilities should be arranged for future meetings.

The CHAIRMAN: Fortunately, the arrangements will be better tomorrow morning.

Mr. McCLEAVE: Mr. Chairman, I wanted to make a motion, which could be considered by committee members overnight. The motion is that this committee request leave of the House of Commons for permission for coverage of its hearings by sound film cameras on the clear understanding that the cameras are merely present and are not moved about, and that radio equipment be permitted to record off the sound system.

Mr. BASFORD: Is that a This Hour has Seven Days camera you are speaking of?



(Translation)

Mr. PRUD'HOMME: One moment please, has this been adopted or not?

The CHAIRMAN: It will be moved tomorrow.

Mr. PRUD'HOMME: Mr. Chairman, before adjournment if you please—I noted a moment ago that you had a list of people who wanted to put questions. Do we stick to the same list?

The CHAIRMAN: It will be retained.

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 2

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FRIDAY, APRIL 22, 1966

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Main Estimates (1966-67) of the  
Canadian Broadcasting Corporation

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OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Johnston,	Mr. Prud'homme,
Mr. Béchar, d,	Mr. Lamontagne,	Mr. Richard,
Mr. Berger,	Mr. Langlois ( <i>Mégantic</i> ),	Mr. Sherman,
Mr. Brand,	Mr. Lewis,	Mr. Stafford,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stanbury,
Mr. Dubé,	Mr. Mather,	Mr. Trudeau,
Mr. Fairweather,	Mr. McCleave,	Mr. Woolliams—(25).
Mr. Hymmen,	Mr. Nugent,	

M. Slack,  
*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

FRIDAY, April 22, 1966.

(4)

The Standing Committee on Broadcasting, Films and Assistance to the Arts, met this day at 9.15 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Béchard, Berger, Brand, Cowan, Hymmen, Johnston, Langlois (*Mégantic*), Lewis, Macquarrie, Mather, McCleave, Pelletier, Prud'homme, Richard, Sherman, Stanbury, Woolliams (18).

*Members also present:* Messrs. Allard, Boulanger, Chatterton, Howard, Klein, Mackasey, O'Keefe, Régimbal, Wahn.

*In attendance:* Mr. Patrick Watson, C.B.C. Television Producer and Mr. Laurier L. LaPierre, C.B.C. Television Interviewer.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

Mr. McCleave moved, seconded by Mr. Stanbury, that this Committee request leave of the House for permission for coverage of its hearings by sound film cameras on the clear understanding that the cameras are merely present and are not moved about, and that radio equipment be permitted to record off the sound system. Motion negatived on the following division: YEAS: 4; NAYS: 9.

The Committee resumed the examination of Mr. Watson, relating to disputes within the C.B.C., with the witness supplying additional information.

The examination of Mr. Watson still continuing, at 10.45 a.m. the Committee adjourned until Monday, April 25, at 11.00 a.m.

M. Slack,  
*Clerk of the Committee.*



## EVIDENCE

FRIDAY, April 22, 1966.

● (9:15 a.m.)

The CHAIRMAN: Order, please. I should ask at this point if Mr. McCleave wants to make the motion that he gave notice of yesterday?

Mr. McCLEAVE: Yes; thank you very much, Mr. Chairman.

As a former electronics journalist I move that this committee request leave of the House for permission for coverage of its hearings by sound film cameras on the clear understanding that the cameras are merely present and are not moved about, and that radio equipment be permitted to record off the sound system.

The CHAIRMAN: Is the motion seconded?

Mr. McCLEAVE: No, I have not a seconder.

Mr. STANBURY: I will second that motion.

The CHAIRMAN: Are the members clear about the motion, that this committee request leave of the House for permission for coverage of its hearings by sound film cameras on the clear understanding that the cameras are merely present and are not moved about, and that radio equipment be permitted to record off the sound system?

Mr. LEWIS: I move an amendment, Mr. Chairman: that all members of the committee wear masks!

An hon. MEMBER: I second the motion.

The CHAIRMAN: Are there any remarks?

Mr. BASFORD: On a point of order, I would like to speak to the motion. The motion is not in order. If the motion were that the television cameras were being allowed in then it would be clearly out of order under Citation 288 of Beauchesne, which says?

Committees are regarded as portions of the House and are governed for the most part in their proceedings by the same rules which prevail in the House.

That is supported by a further citation in May's Parliamentary Practice and by Standing Order 65(4) of the House which says:

The standing committees shall be severally empowered to examine and enquire into all such matters and things as may be referred to them by the House; to report from time to time their observations and opinions thereon; to send for persons, papers and records; and to print, from day

to day, such papers and evidence as may be ordered by them, and Standing Order 66 shall not apply in relation thereto.

Therefore, if this motion were that the cameras be allowed in, it is out of order.

It is a motion, however, that the House be requested to allow, and I suggest that even for us to pass a motion requesting the House to give us the power is out of order under Citation 304(4) of Beauchesne, which says:

Sometimes a committee may have to obtain leave from the House to make a special report when its order of reference is limited in scope.

And, there is Citation 305 which says:

Sometimes when a committee requires special information it will report to the House a request for the necessary papers which will be referred to it forthwith.

We have before us, Mr. Chairman, the estimates of the Department of the Secretary of State. We are examining witnesses on those estimates. We would be entitled to request of the House certain power to allow us to examine those estimates in a more thorough way; that is, to obtain power to allow us a complete examination.

I think it is out of order for us to request of the House something which has nothing to do with the committee's ability to examine those estimates. Having a camera here, or not here, is not going to help this committee in the fulfilment of its task, namely, the examination of those estimates. I, therefore, submit that the motion is out of order.

I would like to argue the substance of the motion, but at the moment I am raising a point of order.

The CHAIRMAN: Are there any other remarks on the point of order?

Mr. McCLEAVE: The question.

Mr. LEWIS: The question.

The CHAIRMAN: I think the motion is acceptable in this form, and I will put the question. All those in favour? All those against?

(Translation)

The CHAIRMAN: The motion is not carried. May I advise the Committee that we shall have to adjourn at a quarter to eleven due to the fact that the House sits at eleven because it would be quite undesirable that the sitting of this Committee delay the procedures of the House of Commons or delay the members in getting to the House. It would be ill seen if they arrived late in the House due to the sitting of this morning. We will continue to hear the evidence given by Mr. Watson.

(English)

The CHAIRMAN: Mr. Mather.

Mr. MATHER: No; I made my point last night, Mr. Chairman.

The CHAIRMAN: Mr. Prud'homme.



(Translation)

Mr. PRUD'HOMME: How long have you been working with the C.B.C.?

Mr. WATSON: For about ten years. About ten years on the 15th of June: last.

Mr. PRUD'HOMME: Could you tell us what is in your opinion, a concept of management, what is your concept, what does it mean to you?

(English)

What does that mean, to you?

Mr. WATSON: That is a subtle question. Let me start from a point that I was at last night, and suggest that in a broadcasting organization the management of program people is primarily the creation of an atmosphere on context within which they can do their best work. This includes the physical context and atmosphere; it includes efficient provision of facilities and financing; it includes the clear establishment and communication of policy—that is, the indication to the production people of what it is, at least, in broad terms, that the Corporation wishes to have produced, of what it is in business to do. It involves the assessment of personnel in relation to policy as laid down; it involves the diligent seeking out of the best people to carry out the policy and, I would assume, the firm dismissal from its ranks of those who do not effectively carry out the policy.

I do not know whether that is a definition, but I have stated it upon the premise of these other things that I have described, having to do with creating an atmosphere in which the best production can take place. I think that probably could apply to any production corporation.

Let me rest it at that for a moment, if I may.

(Translation)

Mr. PRUD'HOMME: At any time did the management of the CBC interfere in the preparing and the content of your programme?

Mr. WATSON: No, not in detail. No, I believe not.

Mr. PRUD'HOMME: First of all, I am a most fervent enthusiast of the programme "This Hour Has Seven Days". I like the work you are doing on it, but at the present opportunity, we are very much annoyed and perhaps it is because that indicates the quality of the telecast. Do you think that with a little bit of humility on one part and on the other, both on the part of management and on the part of yourself, I don't mean by you, you in particular, but the producers side, do you think there would still be a possibility of understanding between the same people?

Mr. WATSON: Between the same people?

Mr. PRUD'HOMME: Yes.

Mr. WATSON: Unfortunately, I don't think so. Should I explain this?

Mr. PRUD'HOMME: I was just going to say afterwards why.

Mr. WATSON: I fear that up to the present time, at any rate, that there is too much evidence that some people on both sides have completely lost confidence in each other. I think it is too late now.

Mr. PRUD'HOMME: It is not necessarily a question of incompatibility of character, is it that?

Mr. WATSON: Not quite, no. It is not a question of incompatibility of character but I believe that people are convinced that they don't see the world in the same terms.

Mr. PRUD'HOMME: Could you admit this, could you admit it is normal that you should not see the same things in the same way. Management will not view the same event in the same way because management has the responsibility of \$114 million since Parliament will probably be voting it. And for your part, you must attempt to get everything over in one of the most sensitive of the telecasts on the English network. Don't you think it is normal, that you should have to fight with management in order to get the most, I would like to say daring telecast on the air. Management has responsibilities after all. It must face the protest, because indeed if there was a telecast which was to go beyond the proper form and management would not interfere, you certainly can see that Parliament would make management responsible before it would consider you producers responsible. So management, therefore, cannot in a programme of this type, see matters in the same way as you see them.

Mr. WATSON: With your permission I would like to reply in English, because I think I will have greater freedom of expression.

Mr. PRUD'HOMME: I will speak more slowly if you wish.

Mr. WATSON: No, the speed is all right.

(English)

Well, I think you have raised a couple of questions. I will try to attack them.

● (9:30 a.m.)

First of all, of course, it is normal that the world will be seen in different ways from both sides, and this is common in all of human intercourse. But, with people who speak the same language there is usually the possibility of some kind of mutual understanding that leads to effective co-operation. Now, I would say in the case of some of the individuals involved the difference in vision is so acute that, in effect, the same language is not being spoken; words do not mean the same thing. That is why I feel that the kind of rapprochement that you would hope for and that we have been hoping for, with a little humility on each side, in fact, is not available to us.

On the question of intervention by management, Parliament or this committee into this program I again want to reiterate that I am not here to recommend intervention to this committee; I am here to answer your questions about what has happened and what the state of the atmosphere is. I know of no other method of resolving the difficulties we are in at the present time than

the fullest possible discussion. This is based not on a formula for solution now—I do not think I have, at least, a simple formula—but I hope that out of full discussion some intelligence can be brought to bear and, let us say, some formulae will be brought forward by the participants which eventually can work something out.

*Translation)*

MR. PRUD'HOMME: If the formula you are talking about could be found, would this mean that there will continue to be incompatibility between you and the corporation? If this formula could be found, could you start off afresh, could you start working and continue to work with the C.B.C.? After all, you must have given that some thought. You have been giving your talent and time to the C.B.C. over the last ten years. You are not very happy about quitting. If this formula could be found between the management and yourself would it be possible for you to continue to offer your services to the C.B.C.?

*(English)*

MR. WATSON: Well, I still exist in the hope there is some kind of formula that will allow me to continue to offer my services to the corporation. But, I am convinced that whatever that formula is it is not going to be one that allows the relationship of the program department, as it is presently operated vis-à-vis management, to continue. The present system of reporting, the present system of responsibility, unfortunately, to a very considerable extent, because of personalities involved—coming back to this problem of not speaking the same language that I referred to—simply will not work. You see, among other recommendations that have been made by bodies investigating the corporation and by members of the corporation itself to the president has been what Mr. Fowler categorically described as the flattening of the pyramid—that is, the shortening of the line between top management and the people who spread out and do the programs—and certainly one of the difficulties seems to us to have been the extraordinary amount of filtering that takes place between the president and those who do the programs. We have our conduit pipes too but they are full of filters. That is one thing that has to be examined more carefully than it has been.

I must also at this point, I think, point out that the kind of observations I have been making to this committee for the most part have been available to the president for many years, not just from myself but from many within the corporation; he has only had to ask how people feel, how things are going, what the problems are, and ask for recommendations how to solve these problems. He does not ask very often but when he does people have been forthcoming and have let him know, on the few opportunities when it has been possible for men at the program level to sit down with the president and have a direct face to face conversation about things. He has been given full, co-operative and generous advice. There has been little evidence of this advice having been put into effect. That may be because it was bad advice; it may be because it was incompatible with the advice the president was receiving from his most immediate advisers at the vice-presidential level. But, the ideas that I have been putting forward and that will continue to come forward, I think, from your witnesses, will not be revelations to the president of the C.B.C. They have been



aired a great deal and many of them have been in the published reports of bodies investigating the C.B.C.

(Translation)

Mr. PRUD'HOMME: You said yesterday, Mr. Watson, in reply to a question which was asked that until very recently, you had no complaint about management. Is that approximately the reply you made yesterday to a question by Mr. Mackasey?

(English)

Mr. WATSON: Do you mean that I had no reason to complain about management?

Mr. PRUD'HOMME: To complain up until very recently.

Mr. WATSON: That is not entirely accurate. I have been as scrupulously careful as possible to keep such complaints within the walls of the C.B.C. and to deal with them through the proper channels, to my supervisor, on the few occasions I have had a chance to discuss them with the president or other members of senior management. But, the problems I am discussing became apparent to me within the first few years of my work within the C.B.C., and I and many others constantly have been working away, particularly on this question of communication and trying to establish a basis of mutual understanding. That has to work two ways. I am not suggesting that we have all the understanding and management has none; there are certain problems on our part in understanding the sources of their policy and the ways in which they execute policy, but there is very little communication. This has been said over and over again and I blush at being so redundant as to have to say it again.

(Translation)

Mr. PRUD'HOMME: Yesterday in reply to a question that was asked, you said, what happens, after all, is that on the Saturday prior to the programme broadcast your immediate supervisor is made aware of the content of the next day's broadcast. So what happens then if management does not want the programme? You used two words "threat and ultimatum on both sides". If you can't have the broadcast what then happens? If they don't want you to broadcast a certain thing? I say there would be a deadlock, you say that there are threats and ultimatums on both sides.

Mr. WATSON: Yes.

Mr. PRUD'HOMME: Don't you think it is normal in the type of telecast that you have, that no matter what the result of our deliberations are today, or in the days to come, the same thing will start all over again with other people in this particular type of broadcast because it is a very sensitive one and, in fact, is one of a sensational character.

(English)

Mr. WATSON: Well, let me start at the initial point, which I still take to be the basis of the question: "Is not this kind of thing normal for a program of this



and?" I think not. It is not that the initiators of the program are meeting their first inhibitor or tranquilizer on the eve of the program. The sensitive parts of the program are discussed in consultation with the supervisor, not just one but a group, throughout their development and this body is given by the corporation the responsibility for the control and the management of the programs that are produced by producers will have to decide by Saturday night, Sunday morning or Sunday afternoon that a program item is valid and should go on the air. They will have during this process been reporting to senior management, at least in outline, on the contents of the program, and senior management will have been questioning and, perhaps saying: "We are worried about some aspect of this." Now, at this point over and over and over again it is the combined judgment of the program department, the supervisors involved and the producers having examined the evidence, having checked the story out with the researchers, having checked and looked at the script and seen the film or the video tape, knowing exactly all the components of the story and how they fit together, to decide on it; now, if it is their combined judgment that the story is valid and should go on the air and they are told frequently in an arbitrary way by a group of people who, in most cases, have not seen the material and, in any case, have delegated this responsibility, that it is not valid then, it is not normal, it is not abnormal; it is pathological.

Last night I was asked have we not really had all the freedom that we need; have we not gone a long way. And, of course, we have, and we have had a good deal of freedom. But, every battle won of the kind I have described to you makes the next one more difficult. You know, when you win from an adversary who has more power than you he is going to want his pound of flesh, and the next time you are in battle it is going to be tougher. It has been our experience that the frequency of the battles seem to have increased and the limits have been drawn in and, of course, it has now been announced to us they are going to be drawn in drastically and suddenly to an extremely narrow circumference.

(Translation)

Mr. PRUD'HOMME: Of course it is certain that you need freedom, everyone needs it but sometimes it does not go as far as licence however.

Mr. WATSON: I entirely share that view.

Mr. PRUD'HOMME: On that other hand, if CBC management had come and said we like the programme "This Hour Has Seven Days" we deplore the facts such as for example the one that has touched me the most I would say, Truscott. Do you think that management in that case is justified, is right, in establishing such limits or restrictions on your freedom of expression? Do you think that it should or that it has the right to do so.

Mr. WATSON: Yes, it has the power to do so.

Mr. PRUD'HOMME: But do you object to this?

Mr. WATSON: Well, it all depends. There should be confidence in the judgment of the programme people. If that confidence exists, it can be said that they are justified. But if from day to day, from week to week, there is mounting evidence that their judgment is not sound, I believe that they would not be justified in acting as they have done.

Mr. PRUD'HOMME: All the same the CBC management has a role to play in Canada which is one of understanding, and sometimes it is not necessary to always show the CBC in a bad light. I think that the CBC management on occasion prefers to show other sides of Canadian life. For instance, let us take both extremes. One example: the reporting of the St.-Jean Baptiste parade in 1964 when Governor general Vanier was present in Montreal. These are things that I saw personally with my own eyes. I am certain that management would have preferred reporting on the 7 or 8,000 persons who were watching the parade, in peace, mothers with their little children, that is tranquility and peace. That would be normal I think in the minds of CBC management. But I saw producers and CBC cameramen, following the action of about 15 people—I am not exaggerating—about 15 persons placed in a strategic location facing the Governor-General, facing the stand as they staged a small demonstration. Unfortunately the cameramen did not arrive on time, and the parade was delayed an hour because some people wanted to participate and were not wanted apparently, but in the meantime, all the cameramen asked these people who were conducting a small demonstration against the Governor-General to start all over again. And we saw them tell them: Show your signs and your placards properly now, and the next day, all we saw on a national telecast was a small part of it, 15 or 20 persons out of 7 or 8,000. You see that on the other hand you have two extremes. Don't you believe that in telecasts that are sensitive, I am always coming back to the same question, to me it is a basic one, it is normal and it will continue no matter what you do, and it would be regrettable, but I think that at the present time it is regrettable because on both sides everything is being hardened into immobility and the positions are being frozen in this immobility and nobody can progress. It is regrettable that people like you have to sacrifice their talent. The CBC does not have too much talent. You should not have to waste your talent on things that are normal in telecasts of a type such as "This Hour Has Seven Days". And regardless of the decision you reach, regardless of the CBC's decision if "This Hour Has Seven Days" is to continue with people of a creative mind, the same incidents will occur that's normal. It is characteristic of this type of broadcasting. You admit this; that it is characteristic of the broadcast.

● (9:45 a.m.)

(English)

Mr. WATSON: Yes, of that program, in a sense, although I would have to disclaim—I hope, with justice—that in the case that you described, which is not one with which I am personally familiar, the program officials, the people who have the responsibility for seeing that the program material is valid and balanced, would make a judgment there and say: "This incident was not properly covered." It is perfectly true that the character of This Hour Has Seven Days stresses things that are abnormal, things that have gone astray, things that need special attention, but in the total schedule of programming of the English and French networks of the C.B.C., there are many other programs covering the Canadian scene in many ways, many of them very bland because much of the normal life of our country is bland.

Mr. LEWIS: Too much.

Mr. WATSON: This raises difficult problems for the television program, one of which is how to make the bland aspect of life interesting for television.

(Translation)

Mr. PRUD'HOMME: What you are saying is that if you are making a telecast that would be interesting you have to be sensational on occasion.

(English)

Mr. WATSON: Perhaps you and I do not have the same understanding of the word "sensationalism".

(Translation)

Mr. PRUD'HOMME: What is your impression of it, then? No, because we might not even agree on that, it is his idea which is important.

(English)

Mr. WATSON: Do you want me to try to define that word?

(Translation)

Mr. PRUD'HOMME: No, because we would not mean the same thing about the same word. Is it licence, sensationalism or not, what is it? No, I don't want to insult the witness, that is not my purpose. We will just leave a question mark. I have only another question to put.

(English)

Mr. WATSON: I do not think it is "licence".

(Translation)

Mr. PRUD'HOMME: —I hope that there will be some ground of understanding found between you on the one hand and the C.B.C. management on the other. If we could—either the Committee or any of its members—be the intermediary I am sure that we would be happy to act as such because this is an unfortunate, unpleasant situation. Perhaps it is necessary in your mind but I am sure that it will be repeated in this type of broadcast, there is no doubt about this. So that if we could be the successful intermediaries I don't think we would hesitate one single second. But on the last question that I wanted to ask you—Have there been between you personally on the one hand or members of this Committee, any consultations at all, any exchange of views or anything of the sort? On any consultation with one or several Ministers before the 6th of April last?

(English)

Mr. WATSON: If you think it is worth while getting into the definition of the word "sensationalism", may I say it starts from the word "sensation" which has to do with feeling, and it is tied in to the way in which our senses produce responses within our body, emotions, intellectual responses. It is used in a negative or pejorative sense by some people in describing the irresponsible reporting of events by some kinds of journalists, and I think in that sense it is used to apply to the kind of thing which you described where the normal scene



passes in tranquillity, is then interrupted for a very short period of time by a demonstration, and it is that demonstration which is the only thing that is reproduced. Now it is not really fair for me to comment on that particular St. Jean Baptiste parade because I did not see the finished program and I do not know what the context was in which it was presented, but I would submit to you that if, in reporting on that, the announcer said "The normally happy, tranquil, St. Jean Baptiste day parade was interrupted today by a demonstration", and then showed pictures of the demonstration and not pictures of the ordinarily predictable, familiar and expected scene, I would say that is responsible reporting, not sensationalism.

Mr. PRUD'HOMME: I would say that also.

Mr. WATSON: If he said, however: "At the St. Jean Baptiste parade there was an outburst of demonstration", and suggested that that is all that happened, then I would say that was sensationalism; it is distortion of the highly emotionally charged aspects. But it seems to me that people who have difficulty in dealing with emotion sometimes charge programmers, journalists, writers, poets and film makers with sensationalism when what they have done is an honest job of reproducing the quality of emotion in a situation where it has been commonly left "sous le tapis".

(Translation)

Mr. PRUD'HOMME: What about the over-all situation?

(English)

Mr. WATSON: On the subject of the difficulties?

Mr. PRUD'HOMME: No, the over-all situation.

Mr. WATSON: I see, the over-all situation. Over the years I have had discussions with a number of members of parliament about general problems within the C.B.C. prior to that date, in fact dating back several years. Yes, I think it would be accurate to say that I have had conversations with several members.

Mr. PRUD'HOMME: Including ministers?

Mr. WATSON: I would not exclude ministers.

Mr. PRUD'HOMME: You would not?

Mr. WATSON: I would not exclude ministers of the Crown. After all, you see, I worked in Ottawa for four years producing a national affairs series on television. I had occasion to be dealing with members of parliament and cabinet ministers frequently and officially and, of course, like other journalists in Ottawa, journalists in the press gallery inevitably had a good deal of informal contact with these people.

(Translation)

Mr. PRUD'HOMME: Including Ministers? When you say members various members?



(English)

Mr. WATSON: Various members of various parties.

Mr. WOOLLIAMS: Mr. Chairman, I was wondering, before we proceed to the further cross-examination of the witness, if I could remind you that yesterday there was some suggestion that the contract be brought before the committee, as well as various other documents, so that we could see what they said. I was wondering if that could have been done in the evening. Mr. Watson agreed to it and said there was no problem in that regard. I think it is important. I think that is the whole thing, although that is only my opinion.

Mr. WATSON: I have asked my secretary to see if she could produce either the originals or the photostats of those contracts for the committee. I suspect they will not be available until Monday.

Mr. WOOLLIAMS: It would have been handy to have had those documents so that I could ask a few questions, because we are shadowboxing, it seems to me. There is a contract between management and employees, and surely that is the important thing. That is your relationship with the company; that is everything.

The CHAIRMAN: We are trying to secure these documents.

Mr. WOOLLIAMS: I take the position that they were not dismissed at all; that their contract was not renewed.

Mr. WATSON: I do not dispute that position at all.

Mr. WOOLLIAMS: But it would be nice to have the contract here because what we are talking about is your relationship with your employer and the terms of reference in that contract, and we have not got it.

Mr. BASFORD: Mr. Watson, you have told the committee that on the part of management there is an attempt to inhibit bold programming, to turn off some of the lights that you want to turn on. What is your advice to the committee when top management comes to the committee, as I am sure it will, and says that next year the Corporation will have a bigger, better and bolder "Seven days"?

Mr. WATSON: I guess I am not in a position to give advice to the committee.

Mr. BASFORD: You are in a position to give advice to me.

Mr. WATSON: This may be semantic quibbling.

Mr. LEWIS: Mr. Chairman, how can a witness be asked this kind of hypothetical question about his superior officers in the Corporation who will come later; how can he be asked: "If they say this to us, what do you now say about that which they have not yet said but which they may say if they come to say it?" I respectfully suggest that that question should not be allowed.

The CHAIRMAN: I think the question is acceptable but Mr. Watson is not obliged in any way to formulate an answer if he does not care to.

Mr. WATSON: I am prepared to formulate an answer, if it is not meant to be advice to the committee on how they should proceed in response to such evidence, and simply give my response to this proposition which has already been made publicly by the management of the Corporation. My response to that is that I am afraid I doubt it very much. I do not doubt it on the grounds that there is nobody else in the country who can produce such a program. I have to say I know of no one else, but I think it would be insane to suggest that in a country of 20 million people there are not a great many people more gifted than those who are working on *This Hour Has Seven Days*. But, I think I can say with assurance that there is not an assembly of people with anything like the same experience, and that it might take a good deal of breaking in before a new team could produce anything which resembled the present program, or a bigger, better and bolder version of the present program.

But it does seem to be clear and unequivocal, on the basis of the statement made by the management in regard to the program, that they have no desire to see this program back in any form. They are willing to let its principal on-air personnel go. They have expressed regret but willingness to see their executive producer go. They surely can be under no illusion that if the executive producer goes the staff, who are intensely loyal and very much involved in the present dispute, are going to stay.

They have indicated by many gestures that the kind of staff they would like to have operate controversial programs are those who will do what they are told. And, in one sense I am not unsympathetic to that desire.

I think there is evidence that what would be welcomed by the management is the return of the title and the popularity that has gone with it, the audience, the publicity and the attention, up to a point.

Mr. STANBURY: Without the misery?

Mr. WATSON: Without the misery. I do not see how anyone can say: "Yes we want the program back but we do not want back the people who make it," because basically the program is made by people and the program is an expression of the people just as the newspaper bears the character of a strong editor, or a novel bears the character of its author.

Mr. BASFORD: The Corporation announced a 5 per cent cut in budget the other day. You can correct me if I am wrong in the figure.

Mr. WATSON: They announced a figure.

Mr. BASFORD: It was from \$50,000 to \$47,000.

Mr. WATSON: I have no idea where that figure you quote comes from, but I can tell you that the budget of *This Hour Has Seven Days* is nowhere near \$50,000.

Mr. PRUD'HOMME: I am sorry; it is what?

Mr. WATSON: It is nowhere near.

Mr. PRUD'HOMME: Do you mean it is more?

Mr. WATSON: It is much less.

Mr. BASFORD: That is a figure that has been bandied about.

Mr. WATSON: Yes, bandied about.

Mr. BASFORD: What is it?

Mr. WATSON: You are putting me in a very strange position in that it is the management's policy that the budget of a program be not revealed.

I believe that the proper course would be for you to ask a senior official of management to give you the figure.

I apologize for indicating to you what your propriety should be.

Mr. BASFORD: I understand the position. Are the cuts in the budget which have been announced material to the content of next season's program?

Mr. WATSON: Yes. One of the major inhibitions on the program during the first two seasons, when the budget, incidentally, was a great deal less than the producers said it should be to produce the program has been our ability to deal with foreign stories, with breaking news stories around the world, that are of international importance. In fact, to take the program not very far out of Toronto is where the money is spent. It costs a tremendous amount of money to get a film crew into the field, and if the budget is cut by \$1,000, which I believe is the predicted cut, that would very seriously cripple us. I think the executive producer could give you a more eloquent description of the situation.

● (10.00 a.m.)

(Translation)

Mr. PRUD'HOMME: Just one question linked to that of Mr. Basford. It is related to that of Mr. Basford relative to prices. When we say up to \$50,000 per week so that we may be sure of this the President of the C.B.C. should say that it was \$50,000. We want to include of course the wages of all employees working directly for the broadcast. Some people work only on that broadcast, as researchers, participants etc. Perhaps it comes to an average of \$50,000. Do you maintain that it is always much less knowing that we add everything in because of course, the Corporation would include the cost of each participant in the programme? I think this is how they arrive at the figure of \$50,000. It is just to show that if you say it is much less and the other one is not speaking of the same thing it would be unfortunate because there would be a contradiction which, in fact, does not exist.

(English)

Mr. WATSON: You may be right. I would have to examine the figures to see whether or not that is so.

Most of the people who work for the program, though, are paid out of the program's budget. Most of them are, in that sense, freelancers and, therefore, a charge against the program.

Mr. LEWIS: Could you explain what is meant by, "the program's budget"? What is the budget of a program?

Mr. WATSON: Could I ask for some advice from a colleague who is perhaps more specially equipped to deal with finance?



An hon. MEMBER: Surely.

Mr. WATSON: After consultation, Mr. Lewis, in answering your question, I have to come back to my original position, that the \$50,000 would not be correct.

The budget includes the salaries of the personnel. Budgets are divided into two parts; one is called the indirect and the other is the direct. The indirect includes all costs having to do with salaried employees and facilities; in other words, the plant within the Corporation. This includes the cost of the studio stage, camera technicians, rental of transmitter, rental of tele-cine operations, the salary of the producer and the executive producer and so on—all the staff people; and the supervision. There is a charge made for every component. The other, the direct, includes the cost of all freelance employees who are not staff but paid on a weekly contract basis, plus the cost of film stock and processing, cost of travel and so on.

Mr. LEWIS: But were you talking about both direct and indirect?

Mr. WATSON: When I say the total budget was less than \$50,000 I was combining the two.

Mr. BASFORD: Mr. Watson, you have expressed the opinion that in next season's "Seven Days" the controversy would be cut out of it. Mr. Ouimet has said it would not—and I can give you a quotation, if you want it. Apart from some rather indirect evidence are there any memoranda or directives within management indicating this?

Mr. WATSON: Not that I have seen, Mr. Basford. There may be directives in the hands of supervisory staff, but most of the instruction regarding the content of the program has come verbally, so far as I know, to the supervisory staff, and certainly verbally to people like myself.

Mr. BASFORD: And verbally to Mr. Haggan?

Mr. WATSON: To Mr. Haggan and to Mr. Gauntlett.

Mr. BASFORD: And to the executive producer?

Mr. WATSON: Yes. There have been some directives concerning particular kinds of program material. I had one having to do with "Satire" which was mixing of satire and straight reporting on the same subject; but, I do not think there has been any general limitation of controversy put on people because I think that would be a totally untenable position for management to take.

What we are facing again is the difference in language and a totally different interpretation of what is involved in controversy.

If it is the view of management, or the view of any one, that by airing both sides of a public dispute, which is already public, well understood and is being discussed in parliament, let us say, and in the columns of newspapers, we are engaged in controversial broadcasts I would have to say that that is only a partial answer. I believe that the aspect of controversy under attack is that which is new and apt to arouse and provoke strong discussions, that which uncovers matters that have not been uncovered before which, in fact, makes the Corporation specifically responsible for having initiated the disclosure of the



controversy, which exposes it to the kind of views that feed back from persons and institutions throughout the country by the turning on of the lights.

That is certainly another aspect, at least, from which the Corporation would wish to protect itself.

Mr. BASFORD: Is the problem here one of organization of management or the personality of management?

Mr. WATSON: I think there is some of both. I do not believe, however, that it is primarily organization. I guess when one talks of confidence and the need for confident men in responsible positions one is talking primarily about personality.

Mr. BASFORD: Well, I am going to ask you a question which you need not answer if you do not want to because I will understand your reasons for not doing so. But if it is a case of the personality of management, who should be asked?

Mr. WATSON: I think that is not a recommendation that I should make. I am not sure that I have a recommendation to make, but if I did I feel it would be improper for me to make one.

Mr. BASFORD: I appreciate that, and I am not going to press you on it. I have no further questions.

The CHAIRMAN: Mr. Brand.

Mr. BRAND: Mr. Watson, I would like to come back to this matter of loyalty at a moment. There seems to be a basic contradiction here somewhere. I believe in answer to a question from Mr. Sherman yesterday you seemed to indicate that there was no suggestion that your loyalty to the country had been questioned. I seem to recall hearing you, at the very end of a television news program, make the observation, "My loyalty to the country seems to be in question." I would like you to elaborate on that. Was there, indeed, any question of your loyalty to your country?

Mr. WATSON: No; and, I have never said that there was any question of my loyalty to Canada. In what I take to be the broadcast you have in mind, the reference was that there were questions raised about my attitude towards my country. I believe I amplified that previously during proceedings of this Committee. But, it had nothing to do with whether or not I believed in Canada and was committed to the concept of Canada. This, perhaps, was in management's mind.

Mr. BRAND: The reason I brought it up again is that in the tremendous amount of mail that we are receiving dealing with this committee the most common factor is this loyalty to your country, and I obviously was not the only one who got the same impression from the broadcast.

I would like to go on to the other point about the possible emasculation of this program. Were you at one time associated with the program Closeup?

Mr. WATSON: Yes.

Mr. BRAND: It seems to me, as I recall, as a viewer watching the program, that at first it seemed to be a very vital type of program and then it seemed to lose that character through a process of attrition, or something; the program seemed to peter out, and it was quietly dropped by the management of C.B.C. In your opinion, since you were associated with that program, is this the sort of thing that would happen to the program "Seven Days"?

Mr. WATSON: I think that is a very good analogy. Although, in the case of *Closeup*, there were some additional reasons for its petering out, I think that the basic reasons were the same as those that are operating in this case.

Mr. BRAND: Thank you.

The CHAIRMAN: Mr. Hymmen.

Mr. HYMMEN: Mr. Watson, I think I can say that at the outset yesterday morning I had some grave doubt about the propriety of hearing you at this time because I felt that it could create a dangerous precedent in regard to other crown corporations. The majority of the committee ruled against me and I went along with that ruling.

● (10:15 a.m.)

You have given your views on the situation so far as the C.B.C. is concerned and on those I feel that the committee will have to form its own judgment. But, one of the views expressed referred to the "portion of the iceberg" which the Minister mentioned. You have explained some deficiencies between the producers and management; you have explained part of the problem, in your estimation, regarding your present situation, and there is some reluctance of management to carry on with these areas of extreme contention. I had an unsolicited opinion yesterday, removed from this place, in regard to that same view of extreme contention. I was called out of the committee twice yesterday. I do not know whether this question was answered but it might be of interest. In a private or sponsored program there are two criteria, one of which is related to the other, namely the rating and the saleability or marketability of a program in a private operation. Of course, there is no sponsor so the two things that come into it are the views of the viewing public and also the decision of management as to whether or not they wish to continue. I do not know whether or not this question has been asked, but is there a present rating or any progressive ratings on this program derived from information obtained from the viewing public?

Mr. WATSON: Are you talking simply in terms of numbers of viewers?

Mr. HYMMEN: Yes, their opinion.

Mr. WATSON: Yes, their opinions are regularly assessed for the C.B.C. audience research department by an individual survey company which, I think, asked quite a large national panel every week—I could be corrected on that; I know it certainly has been frequent—and we receive frequent reports from the research department on the views of our audience. Also, we have an immense mail from viewers. The research department has created something which is called an index of enjoyment.

Mr. WOOLLIAMS: Is that what is meant by sensation?

Mr. WATSON: I do not know to what other forms of human activity that index could be applied but, at the moment, it is used to measure the sense of satisfaction that people gain from the programs. People are questioned in order to produce this index not only about the program as a whole but with regard to segments occurring within the program; each individual segment gets its own index rating. Incidentally, these indices with regard to the program have been very good, high, and growing. The last report I saw, which indicated the program had a viewing audience of approximately 3,100,000 persons, said that the index of enjoyment for that program as a whole was the highest ever recorded in any C.B.C. television program since research had been undertaken.

(Translation)

Mr. PRUD'HOMME: You also have an index of disenjoyment or unenjoyment? You know that I am not such a master in your language.

(English)

It seems that you have the best part and we have the other part.

Mr. WATSON: I take it that that is a comment which really does not require an answer.

The CHAIRMAN: Would you proceed now, Mr. Peters.

Mr. PETERS: Mr. Watson, would you please advise who receives mail with regard to this program, This Hour has Seven Days, other than myself and other members of Parliament? Is this mail received by the program itself and, if so, can you evaluate it, or is it directed to the vice president or someone else responsible for this type of assessment?

Mr. WATSON: The mail is usually answered by the people to whom it is addressed. If mail goes to personalities on the program they themselves handle it, but they advise the executive producer of anything in the mail which appears to be extraordinary. Letters addressed to the program itself usually go through the hands of a producer or executive producer and if they have to do with a particular segment requiring information or a special response it will be forwarded to the person responsible for preparing the program material in question. A good deal of mail goes to the president, some to the network program director and, I guess, it then sort of tails off to various other people who are associated with the program. But, I would say the bulk of it is addressed to This Hour has Seven Day, with some to the personalities.

Mr. PETERS: Did you say a lot of it comes to the attention of the program director of This Hour has Seven days?

Mr. WATSON: The executive producer.

Mr. PETERS: Well, if it is the same kind of mail that members of Parliament receive there always is a reluctance to give favourable comment and there is not so much response from the ones on the other side.



When you did the satire on the Pope, also on Gabriel and his band, as well as other satires—

Mr. WOOLLIAMS: There was a lot of satire in that one from San Francisco.

Mr. PETERS: There have been a number of satirical programs; I am wondering how they are related and who receives the public reaction. Do such responses go to the vice president and top management of the C.B.C. or do they go to the program? I am quite sure that the producer himself realizes that satire is a new thing in Canada and, in most cases, is not understood or accepted. As I see it, Rawhide does it very well; he takes the newspaper, reads out the story and tells everyone what the satire is going to be on. But, if you do it without telling them what the satire is on quite often people miss what the satire is all about. I do get this reaction from my correspondence and also from some of the programs I have watched. What is done with these comments that come in?

Mr. WATSON: It depends on whether or not they are particularly contentious. Sometimes we find there is a great deal of mail coming in attacking a program segment and sometimes there has been a flood of phone calls. All these phone calls are recorded. The numbers are noted by the telephone operators as well as whether they are pro, con or just information, and if there is a particularly interesting comment they take a note of it. Let me take the example of the sketch on the Pope. There was a great deal of telephone response to that, a good deal of which we believed was organized. So, it was predictable that there would be a good deal of mail. That mail was very carefully collated as to the pro and con quality of the response, and the information resulting from that collation was forwarded to the vice president and general manager of the English network.

I cannot give you a figure on that particular issue, although they are available. I just used this to illustrate. Normally, there is not an elaborate attempt made to collate all the mail responses but we do from time to time collect a sampling of it, photocopy or ditto it and send it on for the supervisors to have a look at it. There is an audience mail department to which some mail goes and it co-operates with our program department in answering mail when the flood gets too heavy. So, there are records available.

Mr. PETERS: I will confine my questions to this one program for the time being because, so far as members of Parliament are concerned, this program resulted in a flood of mail. Is it the role of the executive producer and his producers who have made the decision to put this on, perhaps maybe without too much consultation or—

Mr. WATSON: If I may interrupt you, sir, I must challenge that because I think it is absolutely critical; I think it is very important not to leave even for a second the impression this may be done without too much consultation. It is never "maybe without too much consultation", in our view. At least, in an area which is predictably going to be provocative there is an extra-ordinary amount of consultation. I just thought I should say that, and I am very sorry for interrupting you, Mr. Peters; I did not mean to be disrespectful.



Mr. PETERS: The point I am getting at is not so much what happens before because I will come to that, but what happens afterward. Is all this taken into consideration by the executive producer and his staff with regard to other similar circumstances which occur or come up from time to time, and is there considerable discussion and consultation on how far they think they should go? Is this really not a testing of acceptability by the public?

Mr. WATSON: Yes.

Mr. PETERS: Do you have the means of keeping a consensus of opinion that would allow you to make a legitimate assessment of what the reaction was and do you take this into consideration, or do you go ahead and produce or outline programs and then someone else makes the assessment after this enters the critical field?

Mr. WATSON: We have available sources of judgment and information which allow us to predict with a great deal of accuracy the public response to an item in terms of interest, attraction, or repulsion, to use one set of categories, and so on. The information is contained in the mail, in these audience research reports on the desk, in the minds of the producers, others involved in making the program who have had a great deal of experience with television and with the reaction of television on the public. I think one reason for the enormous success of this program has been that every piece that goes into it is very intensely examined in terms of its ability to hold attention, its ability to be comprehensible, its ability to have a certain amount of wallop or impact, and this is based on, I think, a fairly good understanding of what an audience is all about.

Mr. PETERS: But, that particular program was discussed with high management; in other words, the chain of command went into operation as to whether or not this should be shown.

Mr. WATSON: It was agreed to at the supervisory level; it was reported on through the normal chain, through the normal senior levels, and I cannot tell you what kind of questioning then occurred with regard to it. I do not know that I ever had that information but it may be producible. But, to answer your question, yes, it was prepared within the normal system of responsibility for the program.

Mr. PETERS: Was this one of the programs that produced a challenge?

Mr. WATSON: In the terms that Mr. Walker talked to me about challenges?

Mr. PETERS: Yes.

Mr. WATSON: It was not mentioned as such.

Mr. PETERS: I agree that there probably would be some heated arguments whether or not certain programs should be aired and I think this is inevitable because of the creative talent working in conjunction with those who do not possess that ability, as a result of which there is likely to be considerable friction. But, has there ever been a program that you put on which you were told not to put on?

Mr. WATSON: Are you asking, in other words, have we defied a management directive and gone ahead and put a program on?

Mr. PETERS: Yes.

Mr. WATSON: Well, the one case I mentioned yesterday, of a general prohibition against any programming on the subject of the Reverend Horschburg, was defied, but defied really at the network level, which was the medium level of reporting under which we worked at that time; that officer took the responsibility for his decision.

Mr. PETERS: So, really the decision in this case came from the vice president?

Mr. WATSON: No, not from the vice president but from a network program director. You can get into an extremely complicated position.

Mr. PETERS: Well, by the time these hearings are over we will have a better knowledge of all these different levels.

Mr. WATSON: If I may state further, there have been many cases in which we have fought absolute directives about program material and, as I said earlier, we often have won, but won at the cost of increased hostility, at the cost of increasing the distance between us and management, and at the cost of decreased confidence, trust and understanding.

Mr. PETERS: But, you cannot think of any. I consider this to be with the approval of management higher than your executive producer.

Mr. WATSON: Oh yes.

Mr. PETERS: There have been no cases where you have put on something that was not cleared at a level higher than your executive producer?

Mr. WATSON: Oh no.

Mr. PETERS: You have been the president of the Producers Association.

Mr. WATSON: Yes, the Association of Television Producers and Directors.

Mr. PETERS: Did you hold that position for a year or so, or for several years?

Mr. WATSON: No, just approximately one season or a little less.

Mr. PETERS: While you were in that position were there times when you, on behalf of your association, have handled the normal labour relations between that level and senior management?

Mr. WATSON: Well, in a sense. But, this is not a formally constituted bargaining group. The producers association in Toronto, unlike Montreal, has no status in law as a bargaining group; it is simply a professional association whose purpose is the mutual benefit of its members and, in a sense, almost informally deals with management, although we do have formal meetings at an informational level. I suppose we have no legal right to strike as such, although I am

not a lawyer and I certainly do not know whether I am making a correct interpretation here. This is a question that has been raised. However, in dealing with management, yes, it is fair to say I have had, as the president of the association, conversations with representatives of management concerning the conditions—that is, the dream conditions, as described by one columnist in this morning's newspaper, under which C.B.C. employees work.

Mr. PETERS: I am wondering if in your role as president you had any knowledge of some of the arrangements that have been made in other areas in this field, for instance, in the United States with regard to contracts similar to what you have with the corporation. I have in mind contracts for producers in the C.B.C.—and this also is true in the case of those who have contracts for producing columns and other fields of endeavour, where the contract is a fairly longterm one; when that contract comes to an end, even though in the 90 days that you go beyond it there is no discussion, or even if there is discussion on purely the economic aspect of the renewal of the contract, this contract is considered to be in operation and these people are employees in that sense even though the contract has not been renewed. And, carrying it further, if there is an indication of a desire to not renew that contract this is, in effect, the same as a dismissal or a severing of relationships between the corporation and the employees. There is a quality of semantics used whereby you are not an employee and yet you are being employed. And, if the contract is not renewed you are no longer being employed. So, there is a relationship, as you can see, and this has been established in law in the United States with regard to their relationships with actors.

Mr. WATSON: Are you saying that if the contract is not renewed—

Mr. PETERS: Yes, that it can be considered to be a dismissal.

Mr. WATSON: If it is not renewed, without discussion?

Mr. PETERS: Yes.

Mr. WATSON: I believe it is written into the basic producer's contract that if by the termination—

Mr. LEWIS: Are you referring to Canada or elsewhere?

Mr. WATSON: In the C.B.C.

Mr. WOOLLIAMS: Mr. Chairman, that is why it would be nice to have the contract. It is much easier to refer to something if it is before you because you know that is in it.

Mr. WATSON: I was going to say that I believe there is a clause within the contract saying that if discussions have not been entered into or not concluded on termination date the producer will be considered to be still in the employ of the corporation under the conditions set forth in the contract until such time as negotiations have been concluded. And, in fact, there have been cases when producers have gone for months, possibly more than a year in some cases, on the basis of an expired contract because negotiations have not been begun or concluded.



Mr. PETERS: There is really another arrangement beyond the contract in many instances whereby you are being paid and considered an employee even though this discussion on money, has not been completed at the end of the expiry date.

Mr. WATSON: Yes; you keep on being paid at the same rate until the negotiations have been completed.

Mr. PETERS: When you were the president of the producers association did this include other people and producers outside of the C.B.C. complex?

Mr. WATSON: There were some producers in the association who are now not working under the kind of contract I have described but, rather, who produce on a per occasion basis perhaps two or three programs a year; these are, in effect, free lancers, who have been involved in C.B.C. productions a long time, are interested in the various problems, and join the association on that basis. But, I do not believe there ever have been any members of the association who do not or have not worked for the C.B.C.

Mr. PETERS: I was surprised to find out there were so many people under contract rather than there as employees of the corporation. You and others such as yourself, who have been there such a long time are, in my opinion employees, a part of the C.B.C. rather than there in the role of free lancers. I have heard it said several times that there has been a difference made between those that are working on a part time basis with a limited contract for specific jobs and those that have a contract for a specific job which is the only role that they play, and while this contract is in effect many of them consider themselves to be full time employees of the C.B.C., and intend to stay that way.

Mr. WATSON: Yes; there is a considerable grey area when you categorize the contracts of the television producers in the C.B.C. Indeed, he is treated almost as an employee except that some of the fringe benefits are not accorded to him—and I am thinking of pensions and so on. In fact, he has other duties. A member of management is responsible for the disposition of a good deal of money as the head of a program; he has certain responsibilities and has the authority when it comes to hiring and firing.

Mr. LEWIS: But that does not make him, nonetheless, an employee.

Mr. WATSON: No, he is not an employee.

Mr. LEWIS: He may be a management employee.

● (10:30 a.m.)

Mr. WATSON: He is considered to be still in a sense at the management level. I have been asked by management not to join the performers union but rather to take out weekly work permits from that union for my appearance on the program; they consider they are running up against some conflict of interest there because I am a member of management and I am in a position to hire and fire performers. That is complicated and I am not certain how to assess it. I am free to join that union if I wish, but management would prefer that I do not. And, it certainly has been the behaviour of the C.B.C. toward such people, that



they are part of the establishment, especially those who produce programs in the service and sustaining areas, programs that go on and on and which fill certain functions but are not particularly in the public eye in such sharp focus as Festival, The Wayne and Shuster Hour, "Seven Days", and so on. I think people producing programs of that kind have a somewhat more uncertain relationship with the Corporation because the demands on their performances are higher and their demands for remuneration are, of course, going to be higher, so that the contract negotiating period is always something a little less certain and there is less assurance of continuity for men of that kind.

Mr. PETERS: I have one last question. In this role it must be a consideration for people like yourself who have always worked for the C.B.C. and, I presume, have not considered in particular moving out of that sphere, that your bargaining should be in terms of getting the best price possible for your labour within a certain limit but without exceeding that limit to the extent of severing your connection with the Corporation, so there is a tendency to be considered a long term employee of the C.B.C.

Mr. WATSON: I think it applies to many but I must say that it has been clear to me that for myself there are opportunities in other countries to work in television and, increasingly, I think there are going to be opportunities to work in television in this country outside the C.B.C. However, I have considered myself a long term servant of the Corporation because I like what the Corporation is supposed to do, would like to see that it continues doing it and would like to contribute to that. But I think this is not simply a matter of having a job, keeping it and carrying it on.

Mr. PETERS: I have one last question. In terms of "Seven Days", Mr. Walker, the managing director, or whatever his function is, has made the statement that "Seven Days" will return bigger, better and more vibrant than it has been in the past. Would you say that this could be accomplished immediately, if the restrictions on the various dialogues that take place over the various programs were to relax, by the team that is now producing it, with the material that they have available.

Mr. WATSON: If the relationship between the public affairs department, its supervisor and top management could be given an operating basis of confidence, then I think there is no doubt that "Seven Days" would and, hopefully, will return, not necessarily bigger but better because it will be more experienced, and the people who work on it for two years will have that much more behind them. You know, on "Seven Days" every edition is an experiment. It is not like turning out nuts and bolts in a factory; you are constantly revising what you are doing. I think there is some evidence that the program has grown a little bit since it began, but I do not think you could expect a spectacular efflorescence.

Mr. PETERS: All I was suggesting is that if some of the things that have not been allowed to be produced had been heard, we would have found that probably they would be more spectacular than the ones that were substituted for them.

Mr. WATSON: The program would provide a better service to the Canadian people by a long shot if those things were heard.

(Translation)

The CHAIRMAN: The Committee will now have to adjourn until Monday morning at 11 a.m., in this room.

Mr. RÉGIMBAL: With your permission, Mr. Chairman, I have a question to ask but I also have a resolution or a motion to put forward. These are programmes which I think the majority of members of the Committee have not had an opportunity of seeing at least as far as most of the programmes are concerned. I was wondering whether it would not be useful to reserve one sitting to go over some of the programmes so that we could know the attitude and the positions taken a little better.

The CHAIRMAN: You are not a member of the Committee, Mr. Régimbald, you can therefore not move anything. If you can get one of your colleagues interested in moving that as a member.

Mr. RÉGIMBAL: No, but I can ask a question however. Would it be possible to put this proposal forward as a question. Would it be possible to have a sitting where we could view some of the programmes so that we can study them better.

(English)

Mr. LEWIS: I think there is a point of principle here. I do not think this committee ought to have anything to do with attempting to judge the programs. That is not our business; it is not our concern. I think it is wrong for us to do it.

Mr. LANGLOIS (*Mégantic*): I do not entirely agree with that.

Mr. LEWIS: I opposed the motion that this committee of this parliament should take unto itself the authority to officially and formally direct or comment upon the programming that is carried on by the C.B.C. That is the business of the C.B.C.

The CHAIRMAN: It is time that the chairman took the authority upon himself to chair the meeting.

Mr. LEWIS: But there is a point of principle which we should not lose sight of.

The CHAIRMAN: We will deal with it on Monday.

Mr. BASFORD: It would be more interesting to see those parts that were not allowed to be shown.

The CHAIRMAN: The meeting is adjourned.









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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 3

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MONDAY, APRIL 25, 1966

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Main Estimates (1966-67) of the  
Canadian Broadcasting Corporation

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WITNESSES:

Messrs. Patrick Watson, C.B.C. Television Producer, and  
Laurier L. LaPierre, C.B.C. Television Interviewer.

ROGER DUHAMEL, F.R.S.C.

OFFICIAL PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

24041-1



STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin	Mr. Hymmen,	Mr. Nugent,
( <i>Charlevoix</i> ),	Mr. Johnston,	Mr. Prud'homme,
Mr. Béchard,	<sup>1</sup> Mr. Lamontagne,	Mr. Richard,
Mr. Berger,	<sup>2</sup> Mr. Langlois ( <i>Mégantic</i> ),	Mr. Sherman,
Mr. Brand,	Mr. Lewis,	Mr. Stafford,
Mr. Cowan,	<sup>3</sup> Mr. Macquarrie,	Mr. Stanbury,
Mr. Dubé,	Mr. Mather,	Mr. Trudeau,
Mr. Fairweather,	Mr. McCleave,	Mr. Woolliams—(25).

M. Slack,

*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Mackasey after morning sitting of April 25.

<sup>2</sup>Replaced by Mr. Grégoire after morning sitting of April 25.

<sup>3</sup>Replaced by Mr. MacDonald (*Prince*) after afternoon sitting of April 25.



## ORDERS OF REFERENCE

MONDAY, April 25, 1966.

*Ordered*,—That the names of Messrs. Mackasey and Grégoire be substituted for those of Messrs. Lamontagne and Langlois (Mégantic) on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

MONDAY, April 25, 1966.

*Ordered*,—That the Standing Committee on Broadcasting, Films and Assistance to the Arts be authorized to sit while the House is sitting on the following days, namely, Monday, April 25 to Thursday, April 28, inclusive.

*Ordered*,—That the name of Mr. MacDonald (Prince) be substituted for that of Mr. Macquarrie on the Standing Committee for Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*

## REPORT TO THE HOUSE

FRIDAY, April 22, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### SECOND REPORT

Your Committee recommends that it be authorized to sit while the House is sitting.

Respectfully submitted,

GÉRARD PELLETIER,  
Chairman.

(Note: On April 25, the House of Commons amended the said report and concurred in it as follows:

*Your Committee recommends that it be authorized to sit while the House is sitting on the following days, namely, Monday, April 25 to Thursday, April 28, inclusive.*

## MINUTES OF PROCEEDINGS

MONDAY, April 25, 1966.

(5)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 11.10 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Béchar, Brand, Dubé, Fairweather, Hymmen, Johnston, Langlois (*Mégantic*), Lewis, Macquarrie, Mather, Nugent, Pelletier, Prud'homme, Richard, Stanbury, Trudeau, Woolliams (18).

*Members also present:* Messrs. Ballard, Cameron (*Nanaimo-Cowichan-The Islands*), Grégoire, O'Keefe, Peters, and Régimbal.

*In attendance:* Messrs. Patrick Watson, C.B.C. Television Producer and Laurier L. LaPierre, C.B.C. Television Interviewer.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

On motion of Mr. Brand, seconded by Mr. Langlois (*Mégantic*),

*Resolved*,—That reasonable living and travelling expenses, as well as a per diem allowance, be paid to Mr. Laurier LaPierre appearing before this Committee in accordance with the scale of expenses approved by Mr. Speaker.

Mr. Basford gave notice of the following proposal for consideration by the Steering Subcommittee, namely, "that this committee request Mr. Douglas Leiterman and the staff of 'This Hour has Seven Days' to produce the balance of the shows scheduled for this season, namely, those of May 1 and May 8."

The committee resumed examination of Mr. Watson, related to disputes within the C.B.C., and he supplied additional information thereon.

Mr. Lewis proposed an amendment to Mr. Basford's proposal, also for consideration by the Steering Subcommittee, namely, that the proposal be amended by adding thereto the following words: "and this Committee recommends that President Ouimet agree to suspend the termination of the contracts of Messrs. Watson and LaPierre pending the report of this Committee."

The examination of Mr. Watson being concluded, at 12.40 p.m., the committee adjourned until 3.30 p.m. this day, subject to the committee receiving permission to sit while the House is sitting.

## AFTERNOON SITTING

(6)

The committee resumed at 4.30 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Brand, Fairweather, Grégoire, Hymmen, Johnston, Lewis, Mackasey, Mather, Pelletier, Prud'homme, Richard, Stanbury, Trudeau, Woolliams (15).

*Members also present:* Messrs. Langlois (*Mégantic*), Peters, MacDonald (*Prince*), and Régimbal.

*In attendance:* (Same as at morning sitting).

The Chairman presented the *Second Report of the Subcommittee on Agenda and Procedure*, dated April 25, 1966, as follows:

Second Report of the Subcommittee on Agenda and Procedure of the Standing Committee on Broadcasting, Films and Assistance to the Arts

Your subcommittee recommends that the following witnesses be called and be heard in the following line of precedence:

Messrs. 1. LaPierre, 2. Leiterman, 3. Gauntlett, 4. Haggan, 5. Hogg, 6. Walker, 7. Desorcy, 8. Thibault, 9. Marcel Ouimet, and also, 10. The President of C.B.C., Mr. Alphonse Ouimet.

On motion of Mr. Fairweather, seconded by Mr. Lewis,

*Resolved*,—That the Second Report of the Subcommittee on Agenda and Procedure be now concurred in.

On motion of Mr. Basford, seconded by Mr. Prud'homme,

*Resolved*,—That the statement released by the Board of Directors of the C.B.C., dated April 23, 1966, relating to the decision regarding the program "This Hour Has Seven Days", be printed as an Appendix to the Minutes of Proceedings and Evidence of this day. (*See Appendix 1*).

(*Note: The committee agreed that copies of the C.B.C. statement be distributed to members of the committee*).

On motion of Mr. Basford, seconded by Mr. Prud'homme,

*Resolved*,—That Mr. Patrick Watson's C.B.C. contracts be printed as an Appendix to the Minutes of Proceedings and Evidence of this day. (*See Appendix 2*).

(*Note: The committee agreed that copies of these contracts be distributed to members of the committee*).

The Chairman called Mr. LaPierre who made a statement relating to the background of his dispute with the C.B.C. and was examined thereon.

Mr. LaPierre tabled a copy of his C.B.C. contract, which the committee agreed to print as an Appendix to the Minutes of Proceedings and Evidence of this day. (*See Appendix 3*).

(*Note: Copies of these contracts were distributed to members of the committee*).



Mr. LaPierre also tabled two letters from Mr. Glyn Morris, Supervising Steward, (ACTRA) Association of Canadian Television and Radio Artists, to the C.B.C., dated April 18 and April 22, 1966, relating to the non-renewal of his performance contract.

*Note: It was agreed that copies of these letters be made available to members of the committee).*

The examination of Mr. LaPierre still continuing, at 6.00 p.m., the committee adjourned until 8.00 p.m. this day.

#### EVENING SITTING (7)

The Committee resumed at 8.15 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Brand, Fairweather, Grégoire, Hymmen, Johnston, Lewis, MacDonald (*Prince*), Mackasey, Mather, Pelletier, Prudhomme, Richard, Sherman, Stafford, Stanbury, Trudeau, Woolliams (18).

*Members also present:* Messrs. Horner (*Acadia*), Leboe, Peters, Régimbal and Rock.

*In attendance:* (Same as at afternoon sitting).

The Chairman made his ruling on the proposals of Messrs. Basford and Lewis to the Steering Subcommittee tabled at this morning's sitting.

The Committee resumed the examination of Mr. LaPierre, who supplied additional information.

The examination of Mr. LaPierre still continuing, at 10.00 p.m., the committee adjourned until 9.30 a.m. on Tuesday, April 26.

M. Slack,  
*Clerk of the Committee.*



## EVIDENCE

MONDAY, April 25, 1966.

● (11:10 a.m.)  
(Translation)

The CHAIRMAN: The committee is meeting this morning to continue hearing the testimony of Mr. Watson. There are a few members of the Committee who are still on my list to ask questions. Perhaps before proceeding, however, it might be useful to have a motion.

(English)

The motion is:

That reasonable living and travelling expenses, as well as a per diem allowance, be paid to Mr. Laurier LaPierre appearing before this committee in accordance with the scale of expenses approved by Mr. Speaker.

Mr. BRAND: I so move.

Mr. LANGLOIS (*Mégantic*): I second the motion.

Motion agreed to.

Mr. BASFORD: Mr. Chairman, before we resume questioning today I have something to say of a rather urgent nature which arises out of a statement reported in the press by Mr. Leiterman, namely that he expected the whole staff of This Hour has Seven Days to walk out of the show and that this program would not go on the air to complete its scheduled broadcasts for this year. Now, Mr. Chairman, as I said, this is something of an urgent matter and I am going to move, seconded by Mr. Prud'homme, a motion which, I suggest, you and members of the steering committee might like to consider at lunchtime.

I move, seconded by Mr. Prud'homme:

That be it resolved that this committee request Mr. Douglas Leiterman and the staff of This Hour has Seven Days to produce the balance of the shows scheduled for this season, namely those of May 1 and May 8.

Mr. Chairman, although this possibly may sound like a minor reason, it is a very important one; the taxpayers of this country have paid for these two shows and are entitled to see them. More important, witnesses are before us at the present time and this committee is meeting partly, if not wholly, as a result of the request by Mr. Watson, Mr. LaPierre and their supporters to the Canadian people to write to their members of Parliament. In fact, their members of Parliament have been sent letters, and now these same members of Parliament are acting in the form of this committee, which is holding hearings in an attempt to solve the "Seven Days" impasse.

Mr. LEWIS: Mr. Chairman, if you would forgive me, I would like to put a question, although I do not wish to interrupt Mr. Basford. Are we debating this motion at the present time?

The CHAIRMAN: No.

Mr. LEWIS: If we are not could we leave all debate for the time being. I do not know what my position on the question is going to be but I would like to think about it. However, I do not think one side of a motion should be presented by the mover unless the motion is being debated generally. If you intend to lay it on the table for debate later I would be agreeable to this.

Mr. OLSON: Surely, Mr. Chairman, the mover of the motion could give some reasons why he considers this an important motion and perhaps we could be informed of them at this time, even if it goes only to the question of the Chairman taking it under advisement.

The CHAIRMAN: Well, I would ask the member to make his statement as brief as possible.

Mr. BASFORD: Mr. Chairman, I intend simply to make a short statement. This committee is sitting partly, if not wholly, as a result of letters written to us at the request of Mr. Watson and Mr. LaPierre. I, myself, have confidence in this committee finding a solution to this problem. We have heard only from the one witness and we have not yet completed an examination of him. I do not think we can be stampeded into any quick action when we have not yet had an opportunity to hear from management or, as someone put it the other day, "geat management". I cannot imagine that conditions are so bad that these two shows cannot be produced.

We are here examining the concept of broadcasting. This is very important to our country and I hope it can continue. I am moving this motion in the hope that the staff of This Hour has Seven Days will co-operate with this committee to see that that concept is carried out.

The CHAIRMAN: Mr. Basford, may I have a copy of the motion.

Mr. BASFORD: Yes, Mr. Chairman. I would move that the motion be referred to the steering committee for consideration.

Some hon. MEMBERS: Agreed.

Mr. NUGENT: Mr. Chairman, I think it is inappropriate to introduce the motion here and now. Usually, if someone has a motion to put forward it, first is taken to the steering committee to ascertain if it is an appropriate motion to be brought up at this time. But, having moved a motion in this committee and then suggesting that it go to the steering committee for consideration is, in my opinion, inappropriate.

If Mr. Basford wanted the steering committee to consider his motion he should have brought it up there. But, having made this motion and having made a speech in support of it, Mr. Chairman, I think the committee should consider it at this time.

The CHAIRMAN: I do not feel that the motion has been moved but, rather, kind of notice of motion has been given.



Mr. BRAND: It was moved and seconded.

Mr. OLSON: It may have been, but I have not heard the Chairman put a question to the committee and, therefore, it is not before the committee.

The CHAIRMAN: Let us say that this motion is before the steering committee and we will revert to it this afternoon.

Would you proceed now, Mr. Langlois.

Mr. LANGLOIS (*Mégantic*): Mr. Chairman, I have a few short questions. I would like to refer to some statements made at the last meeting and the one held previous to that.

As we all recall, an apparent blacklist was mentioned, and I would like to revert to that subject. My understanding was that, in fact, there was not such a blacklist written out but, apparently, someone had a few names in the back of his head. First of all, when you are discussing with management a matter of programming is management reluctant to discuss anything with regard to this?

Mr. PATRICK WATSON (C.B.C.): It is not normal for senior management to discuss programming with those at the production level.

Mr. LANGLOIS (*Mégantic*): Well, in your case, with regard to the program "Seven Days", there must have been some kind of discussion.

Mr. WATSON: Yes, but not in the normal course of events.

Mr. LANGLOIS (*Mégantic*): But, when the producers or, in your case, the host of the program, sought consultation with management did they, in your opinion, discuss it and, if so, because of this were you classified by management as trouble makers? Is that what you understand by the term "trouble makers"?

Mr. WATSON: Yes. I understand what you mean. I think it would be an oversimplification to say it was only the people that discussed program problems with management.

Mr. LANGLOIS (*Mégantic*): What, in your opinion, has been their reaction? What does the term "trouble maker" mean to them?

Mr. WATSON: I believe the intention, in the use of that phrase, is to include people who make programs which cause a strong reaction; from us primarily, and also those who continually or characteristically try to expand the limits of what is acceptable in Canadian broadcasting.

Mr. LANGLOIS (*Mégantic*): When you met Mr. Haggan, I think it was, and he told you that you were anti-everything—

Mr. WATSON: That was Mr. Walker.

Mr. LANGLOIS (*Mégantic*): I am sorry, it was Mr. Walker. I was trying to ascertain who made that statement. He told you you were anti-corporation, anti-this and anti-that, and actually he then classified you as a trouble maker.

Mr. WATSON: He did not use those words in that specific way.

Mr. LANGLOIS (*Mégantic*): But, that is the way you took it?

Mr. WATSON: Yes, I think so.

Mr. LANGLOIS (*Mégantic*): You do not have to answer my next question because possibly it does not concern you. But, you mentioned Mr. McLean was on this blacklist, also possibly because he was considered to be a trouble maker.

Mr. WATSON: Yes.

Mr. LANGLOIS (*Mégantic*): And, for that reason he was not accepted completely into the C.B.C. or completely barred from the C.B.C.?

Mr. WATSON: Yes.

Mr. LANGLOIS (*Mégantic*): Was Mr. Southam in the same category?

Mr. WATSON: His name has not been mentioned specifically to me by members of management, but his role in the C.B.C. certainly brings him within the group that seems to be included.

Mr. LANGLOIS (*Mégantic*): When negotiations take place between management and lower levels how is discussion opened up?

Mr. WATSON: Do you mean what causes the initiation of difficulty?

Mr. LANGLOIS (*Mégantic*): No. When you are discussing certain problems with them are they reluctant to listen; do they give immediate orders, or do they discuss the problems openly?

Mr. WATSON: I would have to say that both kinds of discussion take place some openly and others are very arbitrary. One of the great difficulties and one of the reasons this issue seems to be one of bad management is, in our opinion there is the imposition of an arbitrary position in which men at the supervisory level are told that this is a simple matter, do as you are told, and no more trouble.

Mr. LANGLOIS (*Mégantic*): Is there any specific member in management that takes that attitude particularly or, at least, one more than another? Does this apply to one more than someone else?

Mr. WATSON: That is a difficult question.

Mr. LANGLOIS (*Mégantic*): Have you ever had instances where some members of management have used that method rather than open discussion?

Mr. WATSON: Yes.

Mr. LANGLOIS (*Mégantic*): You would not care to name any or give any examples which might enlighten members of this committee?

Mr. WATSON: I think examples will be forthcoming, perhaps from Mr. Leiterman when he appears before the committee, if he does, and then you will be given some kind of indication of the manner in which it is handled. With the committee's indulgence, I would prefer not to name people at this juncture.

Mr. LANGLOIS (*Mégantic*): I have one last question. In your opinion, how many presently in management have gone through the supervisory, production and host levels—that is, the lower levels—before they attained the management level? How many can say that they have worked at the lower levels before they attained the higher positions?

Mr. WATSON: To my knowledge, there is no one in the immediate senior group of management whom we discussed who has had any experience whatsoever in television program production of any kind, although some have had supervisory experience.

Mr. LANGLOIS (*Mégantic*): But, there are none that have started from the bottom and have climbed the complete ladder before attaining the upper positions?

Mr. WATSON: That is quite true. There are some who have had radio experience as announcers.

Mr. LANGLOIS (*Mégantic*): Do you feel it is a case here of lack of understanding by management and if they had had this experience at the lower levels they would have understood your situation better?

Mr. WATSON: Not necessarily. I think it is possible, and I think there is ample evidence of this, that people who have not produced programs or, in fact, not created anything, can be good judges of a finished project. It may or may not hold. It may be that it would help but that is not an essential.

Mr. LANGLOIS (*Mégantic*): Well, I will not argue that point. But, do you feel sometimes that if these directors, vice-president or whoever it is on this board of directors had done these jobs themselves they would know the implications of same? Is it your opinion that on occasion you feel they do not know what work is involved?

Mr. WATSON: Without committing myself to attributing this to lack of experience in production there is ample evidence, from our point of view, of misunderstanding of the processes, yes.

The CHAIRMAN: Have you a question, Mr. Mather.

Mr. MATHER: Mr. Chairman, I have just one question. I wanted to ask Mr. Watson if it would be a correct interpretation of his position to say that he is dubious of any solution being found to the present C.B.C. difficulties without a change in the character of management at the presidential level?

Mr. WATSON: No, I could not give an unequivocal affirmation to that, sir. My answer to that would have to be that I would still hope that some formula would be found. May I clarify my understanding of your question. By the presidential level do you mean the president?

Mr. MATHER: Yes.

Mr. WATSON: Not the president and his immediate colleagues?

Mr. MATHER: The president?

Mr. WATSON: In that case I would have to say that I believe in the possibility of a formula which would produce a system of reporting to the president that, at least, would improve vastly our present situation.



● (11:30 a.m.)

Mr. RÉGIMBAL: Just to illustrate my interest and concern in this question I might refer to one of the telegrams which I received which stated that "Seven Days" without Watson and LaPierre would be like Two Mountains without Régimbal.

My question is somewhat along the same line. After reviewing some of the evidence that came up, I came to the conclusion that it is fair for us to assume the following things from your statements: That you do like the job; that you do like the program the way it is; that if a proper solution is not found we might have to face the eventuality of a strike, and that, apparently, from what you can see, the present positions are irreconcilable. Therefore, with that attitude, is it unfair for us to assume that the only solution which you can see would be for certain management heads to roll, if there is nothing that can be done on your side? Is it not fair to assume that you doubt whether an equivalent team today could take over the program from where it is? It seems that from your point of view nothing can be done, therefore the only way out is for some management heads to roll, without having to name any.

Mr. WATSON: I would say they would have to roll out of the way a little bit. At the moment there is a rather lengthy line of reporting and, as I said last week, there is a great deal of filtering of information across the line. That is one of the structural difficulties.

Mr. STANBURY: You spoke of a formula that might possibly rectify the present situation. I wonder if you would like to comment on the appropriateness of the code of principles enunciated by the Association of the Toronto Television Producers and Directors as constituting such a formula.

Mr. WATSON: I think the three points enunciated by the Association of Producers—and I speak here not as a representative of that Association, because my understanding is that an enterprising reporter got that information; I do not believe it was leaked, I believe it was caught by enterprising stealth, so I cannot speak officially for the Association—my view as a member of that Association, is that those three points would go a great deal of the distance towards solving not simply the "Seven Days" problems but a number of the ills that affect not only relations between management and the staff.

Mr. STANBURY: For the record of the committee would you care to briefly outline those points in the code of principles?

Mr. WATSON: The three points as reported in the *Globe and Mail* are: one, that there shall be no program decisions arbitrarily imposed by management without full consultation of the program department and producers involved; two, that there be no dismissal or disciplinary transfer of a producer without cause; three, that disputes arising from the first two points shall be submitted to arbitration by an arbitrator to be named by the federal Minister of Labour.

Mr. STANBURY: In the light of your experience would this arbitration process not be almost continuous?



Mr. WATSON: I would think not, sir. I would think that the fact of its existence would anticipate and deflate crises before they came into existence.

Mr. STANBURY: It seems to me the final point is the one that carries the sanction for the first two, a pretty strong sanction every time there is a dispute between the producers and management.

Mr. WATSON: Based on those two points.

Mr. STANBURY: That in every such case it must be submitted to compulsory arbitration, if there is any dispute on the first two points. But you subscribe completely to those three principles; is that right?

Mr. WATSON: Personally, yes.

Mr. JOHNSTON: Would you agree, in effect, that this formula would place the final control of programming completely in the hands of the producers?

Mr. WATSON: No, sir, because it is still the option of management to hire producers whom they wish to serve the Corporation and fire those who do not serve them well or according to policy—fire them for cause.

Mr. JOHNSTON: But it will be up to the arbitrator to determine, and the producers would accept the decision of the arbitration. This would, in effect, be binding on both parties.

Mr. WATSON: Again I must speak for myself. I know that I would be prepared to, and I think I can say the majority of my colleagues would be happy to, abide by that.

Mr. LEWIS: I have a supplementary question, Mr. Chairman. Should I leave for later?

The CHAIRMAN: On this very point?

Mr. LEWIS: Yes. I read these suggestions of the Toronto producers, Mr. Watson. I found this difficulty with which I wish you could help me. How can you present a dispute over programming to an arbitrator? What criteria would an arbitrator use in deciding on the dispute between the producers and management on the first point? I am concerned only with the first point, which is that no arbitrary program decisions shall be made without consultation with the C.B.C. department concerned and the producers of the program. Later you say: In case of dispute, these principles—presumably including the one I just read—should be submitted to the binding arbitration of a mediator appointed by the Minister of Labour. I find it very difficult to understand—it is probably my fault—how you can present a difference over programming to an arbitrator or a mediator.

Mr. WATSON: My understanding is that an arbitrator is not being asked to make a program judgment but to decide whether or not there has been full consultation as it is spelled out in that clause. The clause says: "There shall be no program decision arbitrarily imposed by management without full consultation"; and the dispute there is the arbitrary program decision versus full consultation.

Mr. LEWIS: So the point you would submit to arbitration is the question whether or not the procedure laid down has in fact been followed or whether management has ignored or in some way abbreviated it.

Mr. WATSON: Whether or not both parties have behaved according to the intention of that principle.

Mr. TRUDEAU: And "for cause" would not mean anything beyond the process of consultation.

Mr. WATSON: Dismissal for cause? It might have to do with drunkenness or moral turpitude or any other thing that is written into the principles of the operation of the C.B.C. But, you see, at the moment, we now have, in the producers contract, a clause saying that a producer can be dismissed without cause. We had an example of it recently in the Ottawa area.

(Translation)

Mr. PRUD'HOMME: With regard to the second point—you may answer in English, of course—by the way, could you repeat the second point?

Mr. WATSON: The second point?

Mr. PRUD'HOMME: The second of these three points.

(English)

Mr. WATSON: That there be no dismissal or disciplinary transfer without cause.

(Translation)

Mr. PRUD'HOMME: What then would be the case of a person who is employed for two years under a contract, and, who, at the end of his contract, finds himself in the position where his contract is not being renewed? Should any cause be given in such an instance?

(English)

Mr. WATSON: I would think not, as that principle is enunciated. I think the contract could be allowed to quietly die, but if a person is dismissed during the continuation of his contract, then we get into some subtle interpretation here because, traditionally, a contract is said to be continuing in force if it is renegotiated by a certain point.

Mr. LEWIS: Quiet death is impossible in your procedure.

Mr. WATSON: We are against quiet death.

Mr. JOHNSTON: Would a straight rejection of a program be, in a sense, a cause? When you get down to the second principle: "In the case of a dispute there must be no dismissal or disciplining of producers without demonstrable cause", would an argument over the content of the program—not having to do with the direction, the line of command, or whether the discipline was violated, but with the program itself which was considered to be unacceptable—be a cause for dismissal?

Mr. WATSON: Speaking only personally and not for the Association, my understanding is that if senior management were to dismiss a producer without consultation with his program department, if the program department said "Yes, that producer did what he was supposed to do and we support him", this is a matter to be dealt with within the department, I would say that under that clause the producer would have a grievance, if management insisted on his dismissal.

Mr. LEWIS: They might not succeed but it would be a grievance.

Mr. OLSON: Do you believe that management has the right, the prerogative, indeed the responsibility, to look at the finished product of any program and decide whether or not this falls within the over-all policy of C.B.C. programming?

The CHAIRMAN: Before the witness answers, can I tell you, Mr. Olson, that this question is very close to a question that has already been answered. I will follow this one, but if you have a certain number of questions along this line in mind, let me tell you this matter has been covered pretty well.

Mr. OLSON: I wanted to start my questioning there because of the three points that have been laid out.

Mr. WATSON: Yes, sir. Management has that ultimate responsibility.

Mr. OLSON: If they make a decision in respect of this matter, do they, in your opinion, have the right to take appropriate action?

Mr. WATSON: The key to the answer to this question lies in the word "appropriate".

Mr. OLSON: What do you regard as full consultation?

Mr. WATSON: That the management engage in a discussion with the program department responsible and the producer responsible; that if from that discussion no consensus is achieved, the action open to the management would include, among other things, the dismissal of the head of the program department, for example, or, with the head's agreement, the dismissal of the producer.

Mr. OLSON: And, in your opinion, they could proceed with this action without this arbitration that is spoken of? In other words, if they have followed the rules or the line that you have suggested, with full consultation, and there is still a disagreement between the production department, the producers, and senior management, then it would be open to management to take whatever action they wished, even including dismissal, without arbitration, if they decide so?

Mr. WATSON: It seems to me that really the only arbitrary action left to them at that point—if there is unanimity in the program department, including the supervisors and the producers—is to dismiss the supervisor who has been given the responsibility to run that program department. If they do not wish to take this action, they do not wish to repudiate the supervisor, then there is certainly cause for arbitration, but if they still wish to repudiate the producer of the program, then there is still cause for arbitration.



Mr. OLSON: One of the specific matters of controversy over "Seven Days" is that if management had decided that they were not in agreement with some of the program content of "Seven Days", the action they should have taken was to dismiss the supervisor and not the co-hosts. Is that right?

Mr. WATSON: It certainly seems to us a strange act to dismiss the hosts, and I am not speaking of this as a grievance.

Mr. OLSON: It would not have been strange or inappropriate if they dismissed the supervisor?

Mr. WATSON: That is correct.

Mr. OLSON: In the second point it is suggested that there should be no dismissal or disciplining of the producer. Could you expand slightly on what I meant by disciplining of producers?

Mr. WATSON: For example, the removal of a producer from one program series to another.

Mr. OLSON: There is no other level of disciplining short of the ultimate?

Mr. WATSON: Yes, there is suspension for specified periods; suspension without pay has been used. There is also a public rebuke.

Mr. OLSON: You do not believe it is within the responsibility or prerogative of management to take other disciplinary action with regard to the producer short of dismissal or suspension?

Mr. WATSON: I am not certain what you include under the word "disciplinary"?

Mr. OLSON: I am trying to understand what is meant by discipline here.

Mr. WATSON: I think management, in consultation with the program department to whom the producers report, communicate their displeasure, say "Do not do this".

Mr. OLSON: Has this been done on more than one occasion respecting "Seven Days", or has management attempted to communicate their view respecting certain program content on "Seven Days" which could be considered disciplinary action?

Mr. WATSON: I would not consider that to be disciplinary action.

Mr. OLSON: And you do not feel the producers have an obligation to abide by the stated views of management respecting program content?

Mr. WATSON: Not if these are projected arbitrarily and against the view and wishes of the program department. The producer, after all, does not report to senior management.

Mr. OLSON: Are we not getting back to the same point, that if management views a program, whether it is "Seven Days" or any other program, and they are not happy with the content, you are suggesting that they should not have any right to communicate these views and ask for remedial or corrective action?

Mr. WATSON: I am not suggesting this.



Mr. OLSON: Short of dismissal?

Mr. WATSON: I am suggesting that if the expert group, the program group, the group who have been charged with the responsibility of developing programs, hiring talent, writers, performers, examining the world around them, deciding what should be reported on in that world and deciding on formats, were given the responsibility for doing that, if that group, in consultation—this is not one or two men, it is a whole group of supervisors, a group of producers—if those people together, in their collective judgment, say that management is wrong, management has not understood, then it seems to me the obligation on both parties is to pursue understanding. That, sir, is what is greatly and desperately lacking in our ranks now.

Mr. OLSON: But who has final authority?

Mr. WATSON: Management has final authority. There is no question about that. No one doubts that management has final authority. I think we have gone over this ground a good deal in earlier sessions but I will reaffirm it. Of course management has the final rights and responsibility. They are responsible to the people, to Parliament.

Mr. OLSON: If they give directives to the whole group rather than just to individuals, and those directives they have given are ignored, then what happens?

Mr. WATSON: It seems to me that if you reach that point—

Mr. OLSON: Not if you reach that point, it seems to me that point has been reached.

Mr. WATSON: Yes, many times. When you reach that point, as we have many times, it seems to us that is the manifestation of an acute lack of mutual understanding and confidence. That is at the crux of the problem. Management has the right to do so, but if it goes on behaving like that, then something is terribly wrong. The Corporation cannot continue to function that way.

Mr. OLSON: Could not the problem also lie in that the producers of the program refuse to accept and act according to the directive which management had given them?

Mr. WATSON: As long as you understand it is done within the context of the program department and the supervisors charged by the management with the responsibility of running that department.

Mr. OLSON: I think you mentioned there were several occasions when some displeasure was voiced by management about certain program content, and that this was ignored by the producers of "Seven Days".

Mr. WATSON: I never said that.

Mr. OLSON: Were there not portions of some programs that were in contradiction of management's directives?

Mr. WATSON: No, sir. There have been disputes with management's directives and an arrival at an agreement. The only time at which agreement has not been arrived at has been when management had prevailed, the producer

submitted, and the material was withdrawn. In many cases we have disputed and presented our reasons for pursuing the program objectives, with the support of the department supervisors. In many such cases we have—and we put it in perhaps over-dramatic terms—won the battle, gained agreement, achieved our objectives.

Mr. BASFORD: I think Mr. Olson is referring to the Rev. Horsburgh incident.

Mr. OLSON: I am not sure.

Mr. WATSON: If he is referring to that, that was a decision finally made by senior middle management, someone reporting directly to senior management, and not from the department of public affairs. That was in the old days when we used to report to a different group. It is confusing because of the tremendous number of people involved.

Mr. OLSON: I have one other small point regarding this matter, "that there shall be no disciplinary action or dismissal without demonstrable cause." Would it be a requirement that the producers, or the whole group who have been producing this program, concur in what is a demonstrable cause?

Mr. WATSON: I would think that supervisors and the department would have to concur. Certainly if the departmental supervisors and management concur in the cause, then I think it would be inappropriate for the producer—no, I think he could still submit this to arbitration if he could not accept the cause.

Mr. OLSON: Then, almost all of management's decisions in respect of any programming would be left to the concurrence of the producer or the concurrence of the group of producers that produce a program?

Mr. WATSON: To a larger extent than now, the management first decides before any program goes on the air, to assign a budget and air time to particular producers so they really have ultimate control there. They do not have to dismiss a producer in order to prevent his undertaking a project, they can simply say "We want to cancel that program" or, "We do not want to commence that program. There shall be no money and air time for that project you described. Come back to us with another project and if we like it we can do it".

Mr. OLSON: Let us presume management wants a certain program and they have a certain concept of what that program should be, and after seeing one or two programs before or after they have been aired they do not agree this fits in with the concept of what they had, what happens?

Mr. WATSON: If the program department has developed a program and is supervising the procedure, if the supervisor agrees with management, then that is it, the program must be changed.

Mr. OLSON: What if they do not change it?

Mr. WATSON: If they do not, the process of consultation has to begin, and if no agreement can be arrived at, then the solution is arbitration.

Mr. OLSON: I would still like to get back to the same thing, the opinion arrived at by management, so far as their concept of what the program ought to

is concerned. If the whole group producing the program do not agree, then management is not going to have the authority to take any action other than arbitration.

Mr. WATSON: Or dismissal of the supervisor.

Mr. OLSON: Either they must take the extreme measure of dismissal or withdraw air time and budget, or else there is no intermediate authority which they have.

Mr. WATSON: With respect, sir, I would have to say, as my own personal view, that the use of the word "extreme" is discolouring the question.

Mr. OLSON: Withdrawing the program from the air and dismissing the people involved must be extreme.

(11:50 a.m.)

Mr. WATSON: Usually it is because it does seem to us that these are more extreme than the arbitrary interference with the content of a program which is produced by a group of people who are working, in a sense, on the program with the audience, to serve the people of this country, as well as with the supervisory staff and management; and any action taken by the management which results in the disappearance of a program like "Seven Days" is equally extreme.

Mr. OLSON: I can agree with that concept, but what I cannot understand is that management should not have—this is your association's point, and I think it is your point as well—any authority to impose, if I may use that word, their views respecting the content, or their concept of what a program ought to be.

Mr. WATSON: I am not saying that.

Mr. LEWIS: I did not understand that that is what the producers say.

Mr. WATSON: I am certainly not saying that.

Mr. OLSON: I do not believe I have to clear these questions through Mr. Lewis, Mr. Chairman.

Mr. LEWIS: That is not my understanding of what he said.

An hon. MEMBER: We have been through all this before.

The CHAIRMAN: Under this form I am afraid it is the first time.

Mr. WATSON: The only answer that I can give is to repeat what I have said at great length earlier in the proceedings of this committee, which has to do with the only effective way in which, in our understanding, a broadcasting organization can work, and that has to do with the establishment and maintaining of mutual understanding between the people who do the programming work and the people who have the work of supervision.

Mr. OLSON: Is there not one other effective way and that would be for the supervisory staff and the producers to accept the directives of management?

Mr. WATSON: No, that would not be effective if there is not mutual understanding, because then there is a total inhibition of the productive energy,



the energy to go out and try and adventure and make programs, looking at new ways to see the world, to use the medium to develop a program like "Seven Days", or some of the other good programs, if, every time they go a little beyond established, current practice, there is going to be an arbitrary direction which they have to submit to.

Mr. OLSON: You call it "a little bit beyond" established practice?

Mr. WATSON: Yes, a little bit beyond.

Mr. OLSON: Is there not the kind of concept where the content of the program should remain within the concept established by policy?

Mr. WATSON: No. Program policy—and I would ask the committee not to ask me to develop this fully, because it is more the responsibility of the program supervisor, Mr. Haggan, if he should appear here—program policy is traditionally initiated with the programs. Program policy is a matter of the creativity of the people who invent programs today. Program policy cannot be dictated by people who do not make programs. We discuss it. We say "Let us see if this works," and then management might say "Yes, all right; that is the way to do it," and that is how most of the people want to try to work; and the people who make the rules have a natural tendency to wish the rules to be stable.

Mr. OLSON: And to exercise this freedom you would almost require a blank cheque?

Mr. WATSON: No, not a blank cheque; I really must emphasize that I am only objecting to this so strongly because we have had this comment so many times. What we want is a responsible system of reporting to the senior executive, responsible supervision at the departmental level, and with mutual understanding with people who talk the same language to each other; so that we can have mutual understanding of what the objectives of the corporation are, and an understanding between the senior executive and the supervisor staff and the programmers.

At the moment what is missing is mutual understanding. Things cannot develop. There is not a system of responsible supervision because there is a language barrier, and it is not a language barrier between French and English.

The CHAIRMAN: Mr. Brand?

Mr. BRAND: First of all I do not want to embarrass the witness at all, but I have read this in the press many times and I think I should make it clear: Do you want to be president of the corporation, as some of your friends in the press have indicated? And, secondly, have you been lobbying for the president's job as has also been indicated?

Mr. WATSON: Well, I read Mr. Newman's article last week, suggesting that the whole affair had been the result of rumours that certain cabinet ministers were proposing my name for the job. I must say that I think that is extremely unlikely because the problem on "Seven Days" goes back far before last fall when the rumours are supposed to have originated.



I will say that recently, within the last few weeks, or couple of months, I have heard my name used in this connection. I have not asked the government to give me the job and fire Mr. Ouimet.

I have been asked by some friends of mine, not connected with the C.B.C., to produce ideas that might be useful and that might go with the job, and I have given some thought to a few ideas in that direction.

In fact, as I said before, any ideas that I might have to propose to the president have been available to the man who now holds the position and have been offered to him and occasionally asked for by him. This has not been unusual for me or for any of my colleagues. They have produced ideas in that connection for the president, and have volunteered them in reply to his request about how the presidency should be conducted.

I am not sure whether I mentioned this before, but I had a conversation in this very direction with Mr. Walker at the time of my dismissal.

Mr. BRAND: By the way, Mr. Watson, did you bring your contract to the Committee.

Mr. WATSON: Yes.

Mr. BRAND: I think some members would like to see it.

Now, earlier in your statement, Mr. Watson, you mentioned the Glassco Commission and its applicability to this particular type of situation in the corporation. What specifically were you referring to? Was it the present structure?

Mr. WATSON: Yes; primarily the system of reporting, and to the redundancy of control mechanisms, particularly, with reference to the Glassco Commission, the cost control devices. There are many matters over the inter-position of levels of authority between the producing level, the senior level and those ultimately responsible for the financing of programs, or whatever.

Those would be the things that I had in mind.

Mr. BRAND: To sum up, to a degree, because of some of the difficulties, or, at least, what, in my opinion, would seem to be going on between management and the creative staff—and I do not use this word with any reference to the other corporation which is being held this morning—would you say that you were frustrated as a producer?

Mr. WATSON: Well, I do not want to expatiate on this, but I must refer to my statements of last week, that the corporation has provided a very fruitful and very encouraging place for me, and, I think, for many of my colleagues to work in. What we now find happening is a diminution of this form of freedom and an increasing frequency of frustration and an unwillingness on the part of the corporation to venture into the kind of programs that it traditionally has done.

Mr. BRAND: Would you also agree that rather than ask you questions—I think you have expressed yourself on this—on the matter of program content it would be much better if we spoke to somebody such as the executive producer or his supervisory staff?

Mr. WATSON: I would hope that that would be the direction you would pursue.

The CHAIRMAN: Mr. Mackasey?

Mr. MACKASEY: I will be very brief.

There is one thing that has concerned me in the press this week end. This does not involve Mr. Watson but rather management, or the board of directors. I wonder if it would be possible for the committee to get a copy of the statement issued by the board of directors, particularly in view of the fact that some of the reports which I have read cast reflections on the competence of this committee? I am talking about the statements of certain members of the board of directors. Some of those, I think, cast reflections on the competence and integrity of this Committee, and if I were to base my impressions on what I have read in the reports of these various people I would have no hesitation in citing them for contempt of this Committee, or of Parliament. But in all fairness I would like to see the report and compare it with the newspaper reports which are not consistent.

The CHAIRMAN: I tried to procure a copy in Montreal on Saturday morning and this morning in Ottawa, but I could not secure a copy.

Mr. MACKASEY: I think the C.B.C. and its board of directors must realize that through the medium of this Committee, perhaps for the first time, they are being called to account for their lack of judgment, or even their judgment. I will say no more on it until such time as I have seen a copy of that statement.

I would like to say, also, Mr. Chairman, in all fairness to Mr. Watson, that he has been here for several days answering questions. I know that our terms of reference are very broad, but it seems to me that he does not make a distinction between the specific problems in the program "Seven Days" and the overall problems of producing in general within the C.B.C. This is why I do not always take exception to Mr. Watson's answers, because I am not sure whether we are referring in the question to the program or the general programming. He uses the term "we" quite often, and I am not sure when he says "we" whether he is talking for all the producers or talking in connection with this particular program.

If you are using it, Mr. Watson, for all, then I find quite a contradiction in the remarks emanating from Philip Deane and those of other people close to the problem.

Mr. WATSON: I think, for the most part, when I use the word "we" I am using it in reference to my work and that of my colleagues on "Seven Days". But I would agree that I may have been "sloppy" in making that clear.

There is sometimes a good deal of disagreement within the corporation and within our production group about the techniques of "Seven Days". I think there is virtually no disagreement about the need for the establishment of principles such as the three principles in the document that has been reported in this morning's newspapers.

Mr. MACKASEY: One key phrase that keeps coming up—and I hesitate, Mr. Chairman, to introduce it again but I must because it comes back to a question which was asked on Friday—is the question of full consultation.

So far as I am concerned you have portrayed very graphically for me the fact that many of your programs involve a certain amount of consultation—some more than others—and that with very few exceptions—fortunately for the program and fortunately for the viewing audience, I might say—your view rather than that of management prevailed in these discussions, and we were happy to be able to see some good programs and controversial programs. But the point, nevertheless, is made that with but one or two exceptions, out of 300 items you were able to produce what you wanted to produce.

Now, no one knows why you were being transferred from this program. You do not know really why you are being removed. None of us knows. We are all trying to find a reason. I would say, Mr. Chairman, in all fairness to Mr. Watson, that the answers we are seeking should come from management rather than from Mr. Watson. As I said, he has been here for three days trying to tell us why he has been dismissed, when I think we should be getting the answers from management with two, three, or four direct questions.

Perhaps we should have representatives of management before us and we should let Mr. Watson reserve the right to come back and refute anything which management may bring up. I would suggest very humbly, and with no reflection on Mr. Watson who has been very co-operative, that we should now get management to tell us why Mr. Watson and Mr. LaPierre have been dismissed, and then we might get somewhere on this committee. I have nothing further to say.

The CHAIRMAN: Are there any other questions?

Mr. PRUD'HOMME: I would like to ask Mr. Watson a question. Last week he was talking about top levels and middle levels and low levels, and I have found out that there are split-levels here, because I am now all mixed up. What is the exact function of a vice president? What is the function, within the C.B.C., of a vice president? What is the function of Capt. Briggs?

The CHAIRMAN: I am afraid that is a question—

Mr. PRUD'HOMME: I mean, what is his work? What is it limited to. I do not want Mr. Watson to say what the man does, or anything, but I want to know—

The CHAIRMAN: I do not think this witness is the one who can tell you that, according to the remarks that have just been made. If you had put your question, as so many members have been wise enough to do, using the words "I want your impression . . ." then it would have been—

Mr. PRUD'HOMME: I do not want him to comment on Mr. Briggs. I want to know what his function is.

The CHAIRMAN: All that you would get would be comment, because Mr. Watson is not in a position to tell you.

Mr. PRUD'HOMME: He is willing to make the comment.



(Translation)

Mr. GRÉGOIRE: Mr. Chairman, perhaps I might be putting some question that have already been answered, having been absent the first couple of days, I am, I hope you will call me back to order. If I was absent it was for official reasons.

The CHAIRMAN: You will be called to order each time.

Mr. GRÉGOIRE: At a time when a producer like yourself is taken on for a programme, at that time are conditions set? Does management set conditions concerning the text or context of the telecast you are going to make?

Mr. WATSON: On the text or context of the broadcast itself?

Mr. GRÉGOIRE: Yes.

The CHAIRMAN: Mr. Grégoire, may I point out to you that this question how a programme is aired, preliminary consultation, the programmes submitted to management, this field has already been widely covered.

Mr. GRÉGOIRE: Mr. Chairman, it is not the way in which a programme is conceived, it is in regard to the text.

(English)

Mr. WOOLLIAMS: Could I speak on a point of privilege at the moment? I sympathize with Mr. Grégoire that he was not here for the two days. There are a number of people who were not here for the two days and I would like to hear Mr. Grégoire develop something new, but may I make the suggestion that he get a copy of the evidence and read it, and then if there is anything that I would like to raise with Mr. Watson, who has been most gracious throughout the hearing, he could ask him; otherwise we will cover the whole ground again.

We all have certain responsibilities and certain duties, and while I am sympathetic to Mr. Grégoire may I make that suggestion to him?

Mr. GRÉGOIRE: May I say that I followed out the suggestion of my friend Mr. Woolliams, and that I asked for a transcript of the testimony. The first draft was ready at noon; but I have not got Friday's testimony yet; so it would be difficult for me to read it if it is not ready.

May I also assure him that the president said that he would interrupt me any time such a question was asked.

(Translation)

The CHAIRMAN: The Chairman would look after this matter, Mr. Grégoire. You should expect it will happen often.

Mr. GRÉGOIRE: I expect that, Mr. Chairman of the questions I have to put forward, there are some that perhaps have not been put. Mr. Watson I would like to know whether at the time a producer is taken on does C.B.C. management set certain conditions concerning the ideas to be discussed and secondly, do the producers themselves set certain conditions? Did Mr. Watson, for instance, set conditions? Did he say he would express certain ideas?



Mr. WATSON: In the case of someone like myself as a producer who has responsibilities in regard to the context of the telecast, it is absolutely essential that the producer and the persons running the telecast have an agreement concerning the principles and details.

Mr. GRÉGOIRE: Did Mr. Watson for instance set certain conditions that he must be free to express the opinions he considered wise at the time when the telecast was to be made?

Mr. WATSON: It is understood, yes. I can not say on the air things in which I do not believe.

(English)

Mr. GRÉGOIRE: But, it was agreed before that you were giving any opinions you thought were right.

Mr. WATSON: No; that I must not be put in a position of stating opinions I believed to be wrong.

Mr. GRÉGOIRE: But, you are not suggesting you had a right to air all the opinions you thought were right.

Mr. WATSON: No. Anything that goes into the program is a product of this process of consultation involving at the first and last effective level the participation of the executive.

(Translation)

The CHAIRMAN: I must interrupt, Mr. Watson. This question of full permission being given has already been fully discussed.

Mr. GRÉGOIRE: Mr. Chairman, who prepared the text for the broadcast? The question might have been put, and in that case I shall read it in the evidence. Was there outside help?

The CHAIRMAN: That question has been put, too.

Mr. GRÉGOIRE: Were these texts always approved by the producer, by the production manager, by the management?

The CHAIRMAN: These questions have all been put.

Mr. GRÉGOIRE: Perhaps this question has not been put. In specific programmes, was there permission for the hosts to ad lib?

(English)

Mr. WATSON: Not in the course of delivering the script which links the various portions of the program; that has to be very carefully scripted because the program consists of very tight and precise timing of film and video taped components so; you cannot depart from the script except in rare cases, such as a personal obituary for a friend of mine who had been involved in the production of the program, which I delivered ad lib at the end of the show.

(Translation)

Mr. GRÉGOIRE: Mr. Chairman, with regard to a question that was put this morning, in continuation of this questioning.

Mr. Watson you admitted that management had final rights and responsibilities. From your replies I see that you would like producers and hosts equally to be able to use their imagination, their initiative, their judgment, their culture, etc., and if there was no agreement there should be an arbitrator. Who would you want to appoint the arbitrator? Who would appoint the arbitrator?

Mr. WATSON: The Minister of Labour.

Mr. GRÉGOIRE: Would he permit a permanent appointment, the Minister of Labour?

Mr. WATSON: Yes, the Federal Minister of Labour.

Mr. GRÉGOIRE: Would this be a permanent appointment?

Mr. WATSON: No, one for each case.

Mr. GRÉGOIRE: Would these decisions be final? To be accepted by both parties?

Mr. WATSON: Yes.

Mr. GRÉGOIRE: Mr. Watson, I do not want to ask too many questions before re-reading the evidence, I have only a comment on a reply you made a minute ago. You said, if I understood correctly, those who have never created or produced programmes cannot be proper judges of a completed programme?

Mr. WATSON: No, no, I did not say that. What I stated was it would be easier to judge the process of a programme if someone has taken part in the production programme, but I think someone who does not have this experience may judge the finished product.

Mr. GRÉGOIRE: One final question—has it been put?

At the level of producers and hosts is there feeling that management must consist of good accountants and good engineers but not good judges from a cultural viewpoint? Men who are not capable judges because they do not have enough imagination? Is this felt amongst the hosts?

Mr. WATSON: Yes.

Mr. GRÉGOIRE: Is this quite widespread?

Mr. WATSON: Yes.

Mr. GRÉGOIRE: You would say they are good engineers, good accountants?

(English)

Mr. WATSON: No. I would not want to go into that kind of detail. But certainly there is this concern about their ability to make good program judgments on the grounds you have raised.

Mr. GRÉGOIRE: Is it because of lack of culture?

Mr. MACKASEY: Do you want me to define culture?

Mr. WATSON: I would like to know what is meant by the word "culture".

Mr. GRÉGOIRE: General culture.

Mr. WATSON: Do you mean the broadest understanding?

Mr. GRÉGOIRE: Humanism.

Mr. WATSON: You are defining and limiting by the use of those words. Let me say, there is a lack of confidence in broad understanding on the part of senior management with regard to what kinds of programming best serve the needs, understanding, temperament, intellectual development and social requirements of the people of this country.

Mr. BASFORD: But, there are very few long hairs on this committee.

*Translation)*

The CHAIRMAN: Is this the very last question, Mr. Grégoire?

Mr. GRÉGOIRE: Its about the last one. I wonder though if it will be the last one; perhaps there will be others that will develop depending on the reply.

Do you believe, Mr. Watson, that management has ideas that are sufficient-ly broad in regard to modern viewpoints to be telecast or broadcast on television networks?

Mr. WATSON: No, I don't think so.

Mr. GRÉGOIRE: To summarize then, you do not have a very good opinion of the C.B.C. management.

(12:15 p.m.)

Mr. WATSON: With reference to their judgment of programming, you are right.

Mr. GRÉGOIRE: Do you think that this is applicable only in the field of broadcast on current events, or only in the field of production of drama, musical programmes, etc.?

Mr. WATSON: I could not be a judge of that. I would not like to pass judgment on that score.

Mr. GRÉGOIRE: You do not feel that have sufficient training to judge other telecasts?

*English)*

Mr. WATSON: I think propriety suggests that I keep my comments within the area of my own special competence here.

Mr. PRUD'HOMME: Would you say that freedom of expression is in danger of being stifled?

Mr. WATSON: I do not want to be hyperdramatic about this but I think there is a quality of that in this dispute.

Mr. PRUD'HOMME: Would you care to make a comment on this statement in the *Toronto Daily Star* on April 23 last:

We heard that freedom of expression on the C.B.C. was being stifled when, after the departure of Ross McLean, "Close-Up" was discontinued. But "Quest", as Daryl Duke developed it, was much more a program generating dispute and smashing taboos. We heard again that controversy was dead, and management determined to keep things on a quiet, dead centre, level, when Duke moved to Hollywood and "Quest" petered out. But along came "Seven Days" to prove that proposition wrong.

Mr. WATSON: Yes. A number of people have picked up—and inevitably I am going to become a little colourful—a torch, found it a difficult one to carry and for one reason or another, had to drop it. Mr. Duke's career as the executive producer of "Quest" was a stormy one and he left because it became increasingly clear he could not continue to produce the program he had set out to produce. Then, along came "Seven Days". "Seven Days", it seems to us now, is facing the same risk that Mr. Duke faced, which was the same risk that Mr. McLean faced, and so on and so on.

(Translation)

Mr. PRUD'HOMME: Don't you think that following the difficulties in "Close-Up" and "Quest", that management would not have thought for a moment of suggesting that in "This Hour Has Seven Days" the same difficulties would be met with?

(English)

Knowing by experience, having had trouble with "Close-Up" and "Quest" why did they enter into this, knowing they would have to face the same problems.

Mr. WATSON: It all has to do with the making of program policy. You do not know what a program is going to be until you see it on the air. Mr. Leiterman and I did not know what "Seven Days" was going to be like. You define it by doing it.

Mr. PRUD'HOMME: But, surely they had knowledge of what this type of program would be—

Mr. WATSON: No.

Mr. PRUD'HOMME: —before they began putting it on the air.

Mr. WATSON: They knew these producers and their competence, their past careers, and their statement of intentions and they had to sit back and see what a combination of that competence and statement of intention produced. Every edition of the program is a new experience. You are continually working to make it better, fresher, more adventuresome so you cannot judge the whole series by a single program nor can you judge the future by the past. Ultimately you have to base your judgment on faith in the people who are doing the project.



Mr. PRUD'HOMME: What do you think of the suggestion of Mr. Basford at the beginning of our meeting with regard to completing the programs scheduled May 1 and May 8?

Mr. NUGENT: Mr. Chairman, I think that question is out of order because it going to be dealt with by the steering committee.

Mr. PRUD'HOMME: I do not think it is, Mr. Chairman. It is a question and if Mr. Basford had not put forth his motion I would have been entitled to ask it.

The CHAIRMAN: The question might be in order but I must say the witness is free not to answer it.

Mr. LEWIS: Mr. Chairman, I have an amendment to move to that motion and I would like an opportunity to put that amendment on the table.

Mr. GRÉGOIRE: May I ask a last question?

*(Translation)*

Mr. PRUD'HOMME: My question might be out of order, but I don't think so.

The CHAIRMAN: The question is acceptable, but the witness was not free to reply. That is what the chair said.

Mr. PRUD'HOMME: I agree with that.

Mr. WATSON: With your permission, I do not want to reply.

*(English)*

Mr. PRUD'HOMME: You are not on trial.

Mr. FAIRWEATHER: Mr. Chairman, Mr. Watson mentioned carrying a torch. I think there has been a little philosophy interwoven in all our discussions and I would like to have from him a statement, if he feels he could make it, on his conception of public broadcasting in Canada. Is this something that he would like to do?

Mr. WATSON: I think I have engaged in answering that question at some length at a previous session. May I suggest that if, on the reading of the proceedings of these hearings you are not satisfied, I would be prepared to do it again?

Mr. FAIRWEATHER: I was absent one day, that may be the case.

It has been suggested to me that there are ideas and concerns, in the new concept of this program, that you and your colleagues have advocated which could bring about a united concern among a lot of people in this country. Do you really see this as one of the things you have been trying to do?

Mr. WATSON: Yes, one aspect of our philosophy of public broadcasting which we have not mentioned is that it seems to us there is a future in having a very large number of the people of this country doing the same thing at the same time; that is, sharing an experience which then leads them, in fact, to communicate with each other. This is really quite important, in my concept of proper broadcasting; that it must be used to unite the country in that sense, not to propagandize, not to shout "Hurrah, it is a great country and we are all in it

together", but rather to meet the people where they are with ideas which they can think about and use because they are moved by sharing their experience on television. Let them go out and say to their neighbour "What is that all about?", or "I hated that. I understand you agreed with what those people are doing but I am not of the same opinion," and in this way a dialogue will ensue a conversation which they know is being shared across the country. We think that that aspect of it is important.

(Translation)

Mr. GRÉGOIRE: Mr. Watson, in your view—you took part in the broadcast—there a proper proportion as between the number of people required for carrying the programme and the money spent on administration?

The CHAIRMAN: I do not think this question is in order at this time. I might eventually be in order in such examination that this Committee might like to make of other policies. I do not think that this comes under the heading of the matter which we are discussing at the present time nor under the heading of the more general situation of which this is a symptom and that the committee wishes to explore.

Mr. GRÉGOIRE: Mr. Chairman, if you will allow me to explain the question is that I thought that it might have some bearing on the point at issue. Was the money spent on administration result in the fact that the management kept close eye on people managing the programme, and was the money spent for production sufficient to develop a programme according to the scope that was wanted?

The CHAIRMAN: I believe the question was put on those two points and the witness has had an opportunity of speaking his mind about the budget, to say whether there was enough money or not and what the effect of any cut would be.

Mr. GRÉGOIRE: Was any relationship drawn between producers and administrators?

The CHAIRMAN: Yes that was the case.

(English)

Mr. LEWIS: Mr. Chairman, I want to deal with Mr. Basford's motion before we adjourn for a meeting of the steering committee.

Mr. NUGENT: The motion is not before us.

Mr. LEWIS: I will leave it to the Chairman to decide. I just want to say that if this Committee were to ask the producers to carry out the rest of the program for this season—a wish that I, as a member of the committee, would share—if the request is made in a context which enables those people to do so then, in my opinion, this committee ought also to ask President Ouimet to suspend the dismissal of Messrs. Watson and LaPierre. I propose to move, as an amendment that the following words be added to the motion before you namely:

That this committee recommends to President Ouimet that he agree to suspend the termination of the contracts of Messrs. Watson and LaPierre pending the report of this committee.

Mr. MATHER: I second the motion.

The CHAIRMAN: Can we have a copy of this motion for the consideration of the steering committee?

Mr. LEWIS: If the producers can be asked to stop the strike, then management can go back to the position at which it was before the dismissals took place.

Mr. LANGLOIS (*Mégantic*): Mr. Chairman, I would like to ask a question which refers to one which was asked a while ago but not in the same terms. Because of an impression that Mr. Watson gave me last week in some of his explanations, I am going to ask him if he is under the impression, when he spoke about lack of responsibility, that some of the members of the board do not completely assume their responsibility, or is somebody else overriding their field of activity or their responsibility? Before you answer me, I will give you an example of a newspaper man out in some foreign country covering a certain subject. Over and over again he indicated in his column that the trouble was over and that he was ready to come back. Finally he ended up receiving four telegrams, two of them telling him to stay there and two telling him to come back. That can be a very ambiguous situation. The guy did not know what to do. All those people had the authority to direct him. Do you feel that such a state of affairs exists in the C.B.C.?

Mr. WATSON: Diversified authority?

Mr. LANGLOIS (*Mégantic*): Do you feel that sometimes you have too damned many bosses and sometimes maybe you do not have enough?

Mr. WATSON: I do not think that is the central problem. When I talked about the number of people involved, I did not mean several people at the same level with equal authority, but the interposition of too many people in the chain of command.

Mr. LANGLOIS (*Mégantic*): I will put the question directly to you: Do you feel somebody in management is brainwashing the other ones, or do you think someone is maybe overriding the decision of other people, interfering in somebody else's business?

Mr. WATSON: I think it is really beyond my competence to make such a direct observation.

Mr. LANGLOIS (*Mégantic*): I am asking for your own personal feelings.

Mr. WATSON: It is perfectly clear to us that the information transfer, which works in two directions, encounters a good deal of what, in information theory, is called "noise".

Mr. LANGLOIS (*Mégantic*): When you stated last week that somebody is overshadowing another person the impression I got was that this information channel was sometimes being squeezed and sometimes enlarged. Could you explain it?

Mr. NUGENT: On a point of order, Mr. Chairman; surely this Committee is trying to gather evidence. It should be within the competence of this committee, when they hear information which the witness can give us, to gather his feelings from that. It is improper to ask what his feeling is. I think that we as a



committee should be able to judge his feeling. Our questions should elicit information, and the general situation should be reviewed when we have seen and heard all the witnesses. Their feeling should be apparent from that. I cannot see that this is doing us any good, and I cannot agree that this is proper questioning by the committee.

Mr. LANGLOIS (*Mégantic*): On the same point of order, Mr. Chairman, I think anybody who has ever worked in the lower echelons, or under some directors, without having to pinpoint it or put a finger on it, has a certain feeling. When I am asking about it, I am not only asking for Mr. Watson's feeling but for the feeling of all those who are working with him. Is it not true that there is such a general atmosphere? That is what I am trying to find out.

The CHAIRMAN: I do not think this question is acceptable because it is asking the witness to repeat hearsay.

Mr. RÉGIMBAL: Mr. Watson said that actually neither the management nor the producers know what they were going into when this idea was conceived. Did the producers not feel that this was the kind of thing that was being done by the B.B.C. in the program "This Was the Week That Was"?

Mr. WATSON: No, sir, "This Was the Week That Was" was a program of satire, pure and simple.

Mr. RÉGIMBAL: Your experience as a producer and your experience in programming might give you an idea of what kind of life expectancy a live program like this can expect, keeping in mind as a constant the fresh approach and reception.

Mr. WATSON: As I said, it is constantly changing, constantly developing and experimenting. I would judge that there is no reason for setting an arbitrary cut-off date. I think a program like this could go on for years.

Mr. RÉGIMBAL: And it also could not.

Mr. WATSON: It would continue to evolve and change. There are many examples of this in the history of television.

Mr. MACKASEY: I ask this question of you, Mr. Watson, in anticipation of an argument which I think management will bring up regarding your program. Mr. Fairweather mentioned the word "philosophy", which I think is important. Have management criticized your program for reflecting your philosophy or personal viewpoints, or those of Mr. LaPierre or Mr. Leiterman? As an example I was emotionally involved in the fight for abolition of capital punishment. After watching your program I felt that it did a wonderful job for the abolitionists but it was not quite fair to those who were in favour of retention. Are you open to this kind of criticism?

Mr. WATSON: What do you mean by "open"? Do you mean are we interested?

Mr. MACKASEY: Are you guilty of it, or do you think a program should present both sides of an argument? Do you think this program had the licence to reflect only the political or philosophical thinking of the producers?



Mr. WATSON: I have to say that that is an extremely complex question because the view of the program department, and indeed of the Corporation as led by the program department, is evolving at this time in connection with this whole question of how you balance the program out. Certainly, at the point at which we are approaching a vote in the House of Commons on an issue such as abolition, extraordinary care is taken, and I hope will always be taken, to balance the issues very precisely. Years ago, whenever there was an issue, we used to be almost a word count made of a broadcast to see that each side had equal representation, even when it was clear that one side represented the majority of the wishes of the people and that the other was an almost false issue, a strawman. In my opinion, we used to go too far in trying to achieve an equal balance. It is a very delicate thing to be worked out. It is being worked out. However, this is question on which Mr Haggan could enunciate his thoughts more clearly than I, so perhaps we should leave it.

(12:30 p.m.)

(translation)

Mr. PRUD'HOMME: Just a supplementary question. Is the same true, say, with regard, to the quests on the programme? Do these people always have the same general philosophy on political questions, on the Vietnam question for instance? Are they always members of the NDP or anything like that? I believe we are dealing here with a pretty sensitive point. Personally, I have tried not to raise it. However, we do have the impression after looking at this programme that there is always only one side which is expressed, one point of view. At one time it was pretty fair on both sides, but now we do have the impression with regard to the Vietnam question, for instance, that all we have here are the ideas of the co-hosts.

Mr. WATSON: You mean of the members of the team? I will say in answer to that question that the people on the "Seven Days" team, and there are about 20 of them who have a determining role in regard to the programme, come from various places. They come from geographical or political areas which are quite different. They have all kinds of ideas about all kinds of things, sex and so on. We have all kinds of them.

Mr. GRÉGOIRE: Do you believe, however, that on capital punishment you give only one side of the argument rather than an impartial view of both sides?

Mr. WATSON: We did try in that broadcast—which took place before the vote—we did try to have a very impartial programme.

Mr. GRÉGOIRE: On the whole do you think you were impartial in your broadcasts on capital punishment, over the last year?

Mr. WATSON: I don't really think so.

Mr. GRÉGOIRE: No? Do you think it was directing public opinion correctly to give only one side rather than both?

Mr. WATSON: I cannot judge how our programming is actually oriented.

Mr. GRÉGOIRE: You admit however you were not quite impartial?

Mr. WATSON: I will admit that—not quite. However, at the same time, we always try to pass items which contain both sides of the question and I do believe that, in the public eye at least, we have made it possible for people to make impartial judgments.

• (12:40 p.m.)

(English)

Let me put it this way: I think it would be quite erroneous of us to take a point of view and conceal it; and I think that in our dealings with the question we have made it clear that our point of view was that there was another point of view. We have presented the other point of view and have let people to make up their minds.

If you know a man is biased you can make judgments on what he says. Incidentally, this goes back to more than a year ago, and well pre-dates—

Mr. GRÉGOIRE: Would you think you were biased on this subject?

Mr. WATSON: I would have to agree to a slight abolitionist bias having appeared.

Mr. GRÉGOIRE: Just a slight one?

Mr. WATSON: Just a slight one, yes, I think so; beginning a year or a year and a half ago.

Mr. RÉGIMBAL: In a case like that do you not feel that the fact that you are biased will be absorbed by the man in the street as an indication of what the C.B.C. thinks, or what the government thinks?

Mr. WATSON: No.

Mr. RÉGIMBAL: You feel that the man in the street has no qualms about, takes no direction or orientation from this at all?

Mr. WATSON: That was not your question.

Mr. RÉGIMBAL: Do you feel that the man in the street would consider a stand which you had taken on a program as an indication of C.B.C.'s thinking and the government's thinking.

Mr. WATSON: No, not the C.B.C.'s and the government's thinking; maybe the thinking of the people on the program. We have ample evidence that people go out and say to other people "They are trying to make a point, and they should not do that". Our primary purpose is to generate discussion and let people talking to each other.

Another example was our encounter with the Ku Klux Klan in which a great many of the opinions of the interviewer were brought forward in the course of the interview. The purpose of doing this was to be as provocative as possible. Often, in dealing with the question of racial segregation, there is a tendency to support the preference of the country, which is against it, and to send people away feeling justified and full of self-righteousness. We felt that the way to handle that was to make them acutely uncomfortable. The Klansmen

were made to look reasonable guys, and, in fact, they were much more reasonable than our interviewer.

An hon. MEMBER: I am glad that was the idea, because that was the result.

Mr. WATSON: It was not the traditional comfortable approach to this particular question.

Mr. WOOLLIAMS: It is not any worse than many editorial comments.

The CHAIRMAN: Are there any more questions?

Mr. NUGENT: Is the contract going to be produced to the committee?

The CHAIRMAN: Yes; we have the contract here now.

The steering committee would like to consider precedents, because, as you know, the production and publication of contracts and C.B.C. documents have always come up in discussion in this committee. The steering committee would like to make a recommendation to the Committee before we decide anything on this.

Thank you, Mr. Watson.

Does the committee feel that at this time we should continue with another witness? If not, we shall adjourn to 3.30, if we get permission from the House to sit.

(Translation)

Mr. PRUD'HOMME: I wonder, Mr. Chairman, if we could not look into the possibility of asking for the next witness now. Perhaps we would not need to spend too much time on him because the two cases are not that different. Perhaps we could dispose of the next witness rather quickly.

The CHAIRMAN: I think that we would not be able to go much beyond 12:50 p.m. at any rate with the next witness without being late. I think that a motion to adjourn would be in order.

## AFTERNOON SITTING

MONDAY, April 25, 1966.

● (4:30 p.m.)

(Translation)

The CHAIRMAN: Order, please. The subcommittee on Agenda and Procedure sat over the lunch hour.

(English)

This is the second report of the subcommittee on Agenda and Procedure of the Standing Committee on Broadcasting, Films and Assistance to the Arts:

Your subcommittee recommends that the following witnesses be called and be heard in the following line of precedence: Messrs. LaPierre, Leiterman, Gauntlett, Haggan, Hogg, Walker, Desorcy, Thibault, Marcel Ouimet—

I will come back to those names. and, finally:

President of C.B.C., Mr. Alphonse Ouimet.

The reason the steering committee sought to call three people from the corresponding line of authority on the French network is that if the committee takes the attitude that we are not mainly examining an incident but a very general problem it would be a good thing for the committee to hear from the French network in order to see if the same problems exist there in the same way. So, this is the suggestion of your subcommittee.

The committee already has endeavoured to make contact with Mr. Leiterman and Mr. Gauntlett. We know that Mr. Gauntlett will be here at 8 p.m. tonight. But, we have not reached Mr. Leiterman, yet.

So, if this order of witnesses that follows the line of authority in the C.B.C. is agreed upon by the committee I would ask for a motion for concurrence in the second report.

Mr. FAIRWEATHER: I so move.

(Translation)

Mr. PRUD'HOMME: Would you please repeat the order of witnesses, in the right order.

The CHAIRMAN: The following witnesses will be called and heard in the following line of precedence:

Messrs. 1. LaPierre, 2. Leiterman, 3. Gauntlett, 4. Haggan, 5. Hogg, Walker, 7. Desorcy, 8. Thibault, 9. Marcel Ouimet, and 10. President of C.B.C., Mr. Alphonse Ouimet.

(English)

Mr. LEWIS: Mr. Chairman, I second the motion.

Motion agreed to.

(Translation)

Mr. PRUD'HOMME: Could you give us exactly the functions of these various people? I don't see why we would not call Desorcy and Thibault, the producers before Walker.

The CHAIRMAN: This is the philosophy behind this report of your subcommittee. In other words, we want to go right up the line of authority in the English network up to and including the President of the C.B.C. exclusively. Before hearing him, we want to follow the same line of authority on the French network. As far as the Chairman is concerned, he deals with both networks.

(English)

Is it agreed?

Some hon. MEMBERS: Agreed.

The CHAIRMAN: The motion and the amendment which were submitted to the steering committee were withdrawn by their authors, who both were



members of the steering committee, after discussion. It was thought not only were they not acceptable in that form but that it would not be useful at this time to go into this.

Mr. LEWIS: Mr. Chairman, I think you are making a mistake.

The CHAIRMAN: Correct me, then.

Mr. BASFORD: Mr. Chairman, I think some wires have been crossed. I thought that what Mr. Lewis and I agreed upon was that both the motion and the amendment lie on your table, so to speak, until you have had an opportunity to confer with parliamentary counsel, on what should be done with the motion. Then, we would have to have another meeting to determine this. I think have that correct.

Mr. LEWIS: Yes, you have.

Mr. BASFORD: At least, that was my understanding.

Mr. LEWIS: Mr. Chairman, if Mr. Basford withdraws his motion my amendment automatically will be withdrawn.

Mr. CHAIRMAN: There was a short circuit and it was mine because I did seek advice and I disclosed it to you in this rather subtle way.

Mr. TRUDEAU: Short circuits are our problems.

The CHAIRMAN: Maybe long circuits.

The committee now will hear from Mr. LaPierre.

Mr. MACKASEY: Mr. Chairman, on a point of order, before Mr. LaPierre commences may I ask you if you received a copy of a press release issued by the board of directors of the Canadian Broadcasting Corporation on the week end.

The CHAIRMAN: I did and here it is. Do you want to see it?

Mr. MACKASEY: Mr. Chairman; I have a copy.

The paragraph I take exception to is the last paragraph of the short press release issued on Saturday, April 23, 1966 by the C.B.C. information services. There are two items which intrigue me very much, one of which reads as follows:

A serious shortcoming of the program, however, has been its frequent departures from established corporation policy.

This is the first indication that we have had one; I think this has been the subject of most of our questions in order to find out what the policy was.

On a point of privilege, Mr. Chairman, I take strong exception to the last paragraph which indicates that the establishment of this Committee by Parliament is making their task—that is, the task of the board of directors and C.B.C. management—difficult. It says:

Finally, the board stated the belief that the direct intervention of a Parliamentary committee regarding a managerial decision has made more difficult its task and that of management.

I think we should point out to the board of directors that it was the wish and pleasure of Parliament that this Committee be established and that this problem be referred to this particular Committee. Whether or not the board of directors feel we are making their task more difficult is of no consequence.

I would think that you, as Chairman, should bring to the attention of the board of directors that this is the first time, perhaps in history, that Parliament has had at its disposition a medium of communication with the Canadian Broadcasting Corporation. It is not our intention to interfere with internal management but they are not above the law or management and, like other Crown corporations, it is time they rendered periodically to Parliament and therefore, to the people of Canada, some justification for their mandate. I do not think it is in the best interest of the Committee or the Canadian Broadcasting Corporation to go farther at this time. I am quite prepared if the board of directors of the Canadian Broadcasting Corporation issue any more of these ill-advised statements of criticism of an act of Parliament—and I would have no hesitation—to make a motion to censure them and bring them before this Committee to explain their reasons.

Mr. WOOLLIAMS: Mr. Chairman, there was a matter raised on the floor of the House of Commons after you left; a question was put on orders of the day to the Prime Minister along somewhat the same lines by the Leader of the Opposition and I wonder, in view of the fact that it was raised in the House and the Prime Minister said he was going to look into it, whether we should do anything at this stage as a Committee because we are an instrument of Parliament.

*(Translation)*

Mr. PRUD'HOMME: Mr. Chairman, I am not of the same opinion as our colleague from Verdun. I do not think that such statements by the Board of Directors are injurious to Parliament. It only states that the fact that we are interrogating Mr. Watson and Mr. LaPierre at this time is only increasing the difficulties, but personally, I do not see why we would go as far as the Member for Verdun wants us to when we say "ill-advised", etc., all the words he just employed. I am not ready to believe that the C.B.C. management, as we state in English, wanted to offend the Parliamentary Committee by making this comment. It was only a comment. If we reread it, "finally, the Board stated that the direct intervention of the Parliamentary Committee regarding a managerial decision has made more difficult its task and that of management", I do not see anything insulting either for the Committee or Parliament in this.

*(English)*

Mr. LEWIS: I share those views.

Mr. BASFORD: Mr. Chairman, in view of what Mr. Woolliams has said, that the Prime Minister has been questioned on this and is looking into it, and in view of the remarks Mr. Mackasey has made, which I suspect will be reported to the C.B.C. management very quickly, I think, for the moment, without motion, we should just leave it at that.

I am sure what Mr. Mackasey has said represents the opinion of a number of members of this Committee and that these remarks will be reported to the C.B.C. I think we can leave it there unless something else happens.

Mr. LEWIS: Mr. Chairman, I wanted to take a moment to support Mr. Mackasey's remark because I think it is good to know some of the other statements made in the board's press release. I draw your attention to the statement in the second paragraph, at the same time that it confirmed the decisions of management with regard to the program This Hour has Seven Days, which says:

At the same time it observed that there had been a serious breakdown in formal communication between management and the producer of "Seven Days". Accordingly, the board directed that steps be taken, at whatever levels necessary, to ensure effective communication between management and producers.

May I interject here, Mr. Chairman, my opinion, that the board would have done its job a great deal more competently and a great deal more efficiently if it had given such instructions before the crisis arose rather than criticizing this committee for dealing with a crisis for which the board and management must be held responsible.

Furthermore, toward the end of this statement the board also says this, which is of very great significance:

The board stated that, although no question can be raised concerning the right of management to manage, management should continue to do so in such a way that the creative drive and artistic abilities of producers and performers are given the widest scope consistent with corporate program policy.

Then, it goes on to say:

The board noted that a number of C.B.C. producers have stated that they already enjoy greater freedom than exists in any similar organization.

It seems to me, Mr. Chairman, to put it bluntly, that the board, in its statement, was speaking from both sides of its collective mouth, saying with one side it confirmed the decisions of management with regard to "Seven Days" and with the other side repeating and emphasizing precisely the difficulties which Mr. Watson, in his evidence, put before this committee. In view of that the paragraph to which Mr. Mackasey objected to ought to have been more humbly pressed.

Mr. FAIRWEATHER: Mr. Chairman do you suppose the rest of us who are not privy to every release the C.B.C. board of directors put out could have this release made available to us, or could it be tabled so that it will become part of the proceedings. I, for one, do not receive envelopes from the C.B.C. with press releases in them.

Mr. BASFORD: Mr. Chairman, I move that the press release be made part of the record.



Mr. MACKASEY: Mr. Chairman, for Mr. Fairweather's benefit, I read that in the morning newspaper; I made it available for this afternoon, and I see no reason why he could not have acquired this information the same way. I would ask to have the press release tabled. Also, I did read the paragraph in question into the record.

The CHAIRMAN: Do the members of the Committee wish the press release to be printed as an appendix?

Mr. BASFORD: Mr. Chairman, I already have moved that it be made an appendix to these proceedings.

The CHAIRMAN: Perhaps we might dispose of another document as well. As I told you this morning, we secured copies of Mr. Watson's work contract, with the salary figures deleted. There is no objection on the part of anyone if it is entered in that form and, if it is the committee's wish, we shall also print it. We were not establishing a precedent by consulting the C.B.C. on this but as a matter of courtesy, since they have expressed in previous years objections to the printing of accurate salary figures, we asked them because we thought they might take objection to the printing of the text. However, they have not made any objections to it being entered in this form.

Mr. BASFORD: Mr. Chairman, I move that the board of directors statement and Mr. Watson's contract be appended to these proceedings.

Mr. GRÉGOIRE: Mr. Chairman, I also would like to have a copy of the contract.

The CHAIRMAN: Do you mean made available?

Mr. GRÉGOIRE: Yes, this afternoon. If we wait for a copy of the report we might wait a couple of weeks, and it might be better to have it photostated this afternoon.

The CHAIRMAN: The statement too?

Mr. GRÉGOIRE: Yes.

Mr. STANBURY: Mr. Chairman, were you able to obtain a copy of the memorandum of understanding between the management and producers about the lines of communication and decision referred to on the first day of testimony?

The CHAIRMAN: We will try. Frankly, I do not remember that we were supposed to secure it.

Mr. STANBURY: I think you undertook to try to obtain it for the information of this committee, and Mr. Watson said it was available.

Mr. LEWIS: Is that the 1965 memorandum you referred to?

The CHAIRMAN: That is right.

The committee will now hear Mr. LaPierre.

● (4:50 p.m.)

(Translation)

First of all, does the witness want to make a statement or does he prefer to have questions asked?



Mr. LAPIERRE: I would prefer questions to be put immediately unless the Committee would like me to tell my version of the facts to begin with.

The CHAIRMAN: Consequently if he does there is no statement to make.

Mr. GRÉGOIRE: If the witness is ready could we have an initial statement?

Mr. LAPIERRE: I can give you the facts of this statement. If you don't have any objections I will speak English, because the whole time schedule was established in English and it would be rather difficult to translate everything as I go along.

(English)

On April 15, 1966, at four o'clock in the morning, I was called by Douglas Leiterman, executive producer of This Hour Has Seven Days, who informed me that the top management of the C.B.C. had informed him that my contract with This Hour Has Seven Days could not be renewed for the coming year. At the same time he mentioned that the contract of Mr. Watson with This Hour has Seven Days would also not be renewed. I then asked Mr. Leiterman, at four o'clock in the morning, the reasons why this contract was not to be renewed, and he informed me at that time that the top management of the C.B.C. had questions about my loyalty to them and, also, that I had used "Seven Days" to express my own opinions. The conversation continued on another plane, and involving other matters, until roughly five o'clock. I then put myself to bed.

The next day, on Friday night, I appeared before the C.B.C. news, at their invitation, to explain my side of the story and what I had been told. On Saturday, in order that no one would take the opportunity to say that I was overly emotional, I asked that proof of the management's concern about my loyalty and my opinions be presented to me. I was therefore given the request to the president for reconsideration of several head office decisions adversely affecting the responsibilities of the public affairs department which had been presented to the president by Mr. Haggan on April 14, 1966. On page 2 of that document I found the following words:

In the case of LaPierre, it refers to some off-the-cuff remarks made last fall to a group of students at the University of Manitoba. It is not clear why LaPierre owes any loyalty to senior management. Additionally, in the case of LaPierre it was stated that too often he allowed his own opinions to show through on "Seven Days".

I then became satisfied that the reasons for non-renewal of my contract were these two reasons. However, on April 19, 1966, in a program called "Newsmagazine", which appeared, if I remember correctly, at 11.35 p.m., the president of the C.B.C. added another reason referring to the matter that I weep on television. I may dispose of this in the following way. I would like to point out to the Committee that this matter referred to my reaction to the interview on "Seven Days" of Mr. Roy Faibish with Mrs. Truscott, the mother of Steven Truscott. However, I would like to point out to the Committee that I understand the decision not to renew my contract was made ten weeks prior to April 15, and that consequently it must have been made at the end of January or the beginning of February, and that I did not weep until the middle of March.

I may be also permitted to point out to the Committee that my case is not at all the same as that of the producers. I am a member of a labour union called A.C.T.R.A. and consequently I am bound to the C.B.C. through a personal contract negotiated by Douglas Leiterman and signed by Reeves Haggan and myself. I am also bound by the 1963 to 1965 agreement between the Canada Broadcasting Corporation and the Association of Canadian Television and Radio Artists. Consequently, there is another dimension which enters into the problem and which is of considerable importance to me as a member of A.C.T.R.A. in this matter.

I would also like to point out to the Committee that I cannot think that I can be held responsible for the editorial content of "Seven Days" which is aired; the responsibility is that of the producer, and consequently the reasons which have been given to me for the non-renewal of my contract do not appear to me to be justified. I have therefore asked my labour union to lodge a formal grievance with the management of the C.B.C., and on April 18 a formal grievance was lodged and was followed by a letter on April 22, 1966, to that effect. I understand that the grievance committee met in Toronto this morning at ten o'clock and I have not as yet heard the results of their meeting.

Those are the facts as far as I, Laurier LaPierre, am concerned.

The CHAIRMAN: Are there any questions?

Mr. LEWIS: Mr. LaPierre referred to a document from which he read, which I think was a document that Mr. Watson also referred to, namely some document presented by Mr. Haggan of the public affairs department to the president. We have not yet had that document filed. I wonder whether Mr. LaPierre has a copy and whether he would feel free, or would feel it was appropriate for him, to file a copy with us.

Mr. LAPIERRE: I have a copy but I do not think it would be appropriate for me to file it since it is not mine. I would prefer that Mr. Haggan be asked to file it rather than I; it is his document. I quoted from it in order to demonstrate that I may be charming but I am not necessarily a babbling idiot.

(Translation)

Mr. GRÉGOIRE: Mr. LaPierre mentioned a third reason that might have been mentioned by Mr. Ouimet.

Mr. LAPIERRE: Mr. Ouimet, on *News magazine*, on April 19th, 1966, made a comment to the effect that one of the reasons why my contract would not be renewed for "This Hour Has Seven Days" next year is that I had wept on television, but as I said to the Committee, the decision not to renew my contract had been taken around the end of January or the beginning of February and I did not weep before the middle of March, if I did indeed.

(English)

Mr. BRAND: Mr. LaPierre, just in passing may I say that I suppose you agree that your weeping episode on television did not have the same salutary effect as the one which Mr. Richard Nixon had in the United States a few years ago.

I wondered about this question of loyalty to which we keep coming back. Did this statement you made in Manitoba have something to do with this particular report in front of me?

Mr. LAPIERRE: My speech in Manitoba, sir, dealt with some problems of Canadian national unity, and after my formal presentation there were some questions from the audience. It was a Monday following the Miss Canada difficulty which the "Seven Days" had with the private network. As you know, an injunction was clamped on certain segments of "Seven Days" and we had great difficulty, that Sunday night, in putting the show together. Everything which had the word "pageant" had to be removed. For instance, we had a glorious interview with Claudine Auger because she was Miss France. That had to be cancelled because the top management of the C.B.C. felt there would be some difficulty. There was even difficulty about presenting an interview with Robert Morley because as he drives down the Seine he says "What a beautiful pageant". And we presented this in such a way that people were in a certain frame of mind, when I got to Manitoba, and they asked me whether I had difficulties in the program. I said yes.

However, the statement regarding my disloyalty to the top management is based on the following. Before I state it I would like to say that I know this for a fact because in December, two months later, Mr. Haggan came to me and said "The top management is disturbed by one of your comments in Manitoba and would like to have your version of it". The comment which I made in Manitoba in October was to the effect that I felt there were too many supervisors in C.B.C.; that I could not understand the structure, and that I must have 200 supervisors. However, after this crisis I would like to think that perhaps I should have hit upon a much larger figure than 200, if I may be so bold as to say so. That was the comment which was critical and which the top management of the C.B.C. understood to be critical since Mr. Reeves Haggan brought it to my attention in December.

Mr. BRAND: Since you brought this matter of the pageant up, could you tell us whether any other reasons were given why the presentation of Miss Canada would be in conflict?

Mr. LAPIERRE: I understand at that time from Mr. Leiterman and others—because Mr. Watson and I were disturbed since it was a quarter to ten and we were still wondering what the show would be about and we were still writing continuity and so forth, and instant television may be pleasant but it is also disturbing—that the top management felt that since there was a court action, that it could be considered as contempt of court.

Mr. BRAND: Then you brought up another point, since we are talking about consultation. This was instant television. What opportunity did you have to have this transcript examined by your immediate superiors prior to its being aired?

Mr. LAPIERRE: A considerable amount because in rewriting continuity Douglas Leiterman would always O.K. it before it went on the air.



Mr. BRAND: You have also been quoted in the press as saying that Mr. Ouimet is mounting a vendetta against you. Is this correct?

Mr. LAPIERRE: I have said that. I would like the indulgence of the committee for the following. I said this on Wednesday morning. I had been quite disturbed by the "Newsmagazine" of April 19. I felt there was not much left of me as a person in many ways, and consequently I became very annoyed and angry, and I made this statement. I must say that the word was ill chosen, and if I have done any harm to Mr. Ouimet's reputation, I am very sorry. However, I would like to point out that since the other reasons for my contract not being renewed appear to me to be untenable, I am still left wondering why it is not being renewed. I do not think I can be held responsible for using "Seven Days" as a forum for my own opinions because it is a fully scripted show and the interviews are edited. Consequently, the person responsible for the editorial content of the show must be Mr. Leiterman.

The matter of weeping on television is an incident which occurred much later after the decision had been made, and therefore I do not even attach much importance to it, since I did not break down so miserably.

Thirdly, the problem of disloyalty remains one which I think is of importance. However, I think I would like to point out that I do not think the top management can expect a citizen, whoever he may be, not to take sides in a public debate on an issue, and consequently I am left, in my mind at least, with no reason why this would be happening to me at this particular moment.

Mr. BRAND: Were you told that your personal opinions had been allowed to creep into the program, and that this was one of the reasons why your contract was not being renewed?

Mr. LAPIERRE: I was told by Mr. Leiterman that this is what top management told him. I have never had any direct indirect communication, at any time whatsoever, with the top management of the C.B.C.

Mr. BRAND: Nevertheless you said you can state that at no time any personal opinions entered into the show.

Mr. LAPIERRE: I am saying the responsibility for every personal opinion is not mine. My personal opinions are seen, of course, within the context of the show and they become the editorial context of the show once the producer agrees to their being presented on the air.

● (5:00 p.m.)

(Translation)

Mr. PRUD'HOMME: How were you hired by the C.B.C.? Please explain exactly how your career started with the C.B.C.?

Mr. LAPIERRE: My career?

Mr. PRUD'HOMME: No, no, I am speaking in relation to "This Hour Has Seven Days" in case you had any other programmes. How did you come to "This Hour Has Seven Days".



Mr. LAPIERRE: In October, 1963, I joined the Inquiry team replacing Mr. Davidson Dunton who is co-chairman of the B. & B. Commission. Patrick Watson, after an audition, asked me to become host on "Inquiry" and I served that capacity until the end of July, 1964, when the programme terminated. Then the "Inquiry" team was transferred to the "Seven Days" telecast, I was asked to carry some work for "Seven Days" and to be co-host for that programme. I accepted that in October 1964. We spent that year from October, 1964 to May 1965 and started off again on that, in October 1965 and continued until April, 1966.

Mr. PRUD'HOMME: You mean that there were two contracts?

Mr. LAPIERRE: I had three very different contracts.

Mr. PRUD'HOMME: "Inquiry", fine.

Mr. LAPIERRE: On "Seven Days" I had two contracts, quite different one from the other.

Mr. PRUD'HOMME: The second was a renewal of the first?

Mr. LAPIERRE: No, because I had certain clauses added on to the second contract which I considered to be important because my main business in life was to be a University Professor.

Mr. PRUD'HOMME: Now for the second contract. What did it signify, and what did it include? Insofar as wages are concerned, that does not interest me. I suppose it dealt particularly with the duration.

Mr. LAPIERRE: Well, here you are. The contract lays down—

(English)

I can table it. It says:

It is understood that the Corporation is entitled to cancel this Agreement and be relieved from liability to pay any amounts payable for services after such cancellation if the artist's public moral reputation should be come so affected as to make his public identification with the program disadvantageous to the program.

(Translation)

This deals with final termination if morally, I am not thought to be a very good little boy.

Mr. PRUD'HOMME: I did not ask you to read it but it seems to me more and more interesting. I wonder whether we should not come back on the decision not to produce the contract, and if the C.B.C. objects to publishing the salaries, and has always objected in the past, I wonder whether we should not propose to the Committee that we ask for production of the contracts because it seems more important, by excising from them any reference to salary.

The CHAIRMAN: That has already been done.

Mr. PRUD'HOMME: Could we then ask for production of the contracts, with the salaries taken out?

Mr. CHAIRMAN: Certainly, yes.

Mr. PRUD'HOMME: Does this include Mr. LaPierre's too?

Mr. LAPIERRE: I have just laid my contract on the table. As far as the salaries are concerned, I don't care at all.

Mr. PRUD'HOMME: No, no.

Mr. LAPIERRE: If the C.B.C. does not want to deal with the speaker's salaries here, I don't mind.

Mr. PRUD'HOMME: More and more I think this comes back to the question asked Mr. Watson. I wonder whether it is not a question of incompatibility on both sides, between management and producers, or members of the team, so repeat my question. Do you think if there was a little bit of humility on each side, there might be a possible agreement?

Mr. LAPIERRE: I must admit, Mr. Prud'homme, that if Douglas Leiterman had come to me and said "Laurier LaPierre, we will not renew your contract next year", I believe that I would not have acted at all. This decision was up to him to take, but, however, the case is a little different. I am quite ready if the C.B.C. were to decide to terminate this discussion by saying in essence, "Well we will begin afresh we will go back to April 1st, 1965, and if they would allow Douglas Leiterman the prerogative to exercise his own responsibilities, I don't think neither I nor my union would have anything to say. Of course, I do feel a certain relationship with the people of "Seven Days" and Mr. Leiterman.

Mr. PRUD'HOMME: You were hired under a one year contract?

Mr. LAPIERRE: That is so.

Mr. PRUD'HOMME: Who could terminate it, Mr. Leiterman or the management?

Mr. LAPIERRE: According to their construction, the person who could terminate that was—well, this is a little difficult to say, if I am morally incompetent, this is a matter of my personal morality. If that is not entirely satisfactory the contract can be terminated by the C.B.C. I will admit that the contract is not actually terminated, it will simply not be renewed, but I believe that the decision not to renew this contract, according to the agreement passed between the C.B.C. and ACTRA as well as according to the normal practice in programming comes under the producer's responsibilities. We, who belong to ACTRA, who are artists or performers—and, of course, I apologize to those people who are far more performers than I—must share the fate of the producer rather than that of the management. The terms of reference and norms are laid down by the producer. It is therefore up to the producer to decide if the fellow he wants has his place within the programme, because if he accepts the contrary proposition you will admit that that would constitute some kind of black list, that there would be people who cannot, if top management does not want them, take part in this type of activity. This is in contravention of Section 3301 of our agreement which states as follows and I quote:

(English)

3301 reads:

3301. The parties to this Agreement covenant and agree that during the term of this Agreement, neither ACTRA nor any ACTRA Branch will engage in or permit a strike or work stoppage or direct any member of any Branch to refrain from accepting engagements with the Corporation or interfere with the normal process of engagement; and the Corporation will not refuse to engage members of any ACTRA Branch nor interfere with the normal process of engagement.

(Translation)

That was no. 1. I think that no. 2 is more important in our case.

Here I believe that the decision which was communicated to Douglas Leiteman not to re-engage such and such a person, is against that particular section of our provision, because it is direct interference in the normal process of engagement. That is the point which I wish to make at this time.

Mr. PRUD'HOMME: Perhaps that you didn't make a statement, but you might perhaps comment on the statement which was made as coming from you to the effect—

(English)

—that is, that the English C.B.C. do not appreciate having too much French-Canadianism on their English public issues? I was rather surprised to see that you could have said such a thing.

Mr. LAPIERRE: I cannot remember having said that.

Mr. PRUD'HOMME: I do not know if that is the exact wording.

(Translation)

Mr. LAPIERRE: I don't really think I said that. What I said, in essence, was that if we were to sit down and indicate reasons why this was done, it would come extremely difficult to find anybody fitting that description. The lack of loyalty is possibly a contravention of civil liberties or human rights. The right to have used "Seven Days" as a personal platform, is not a fact. The responsibility is not mine, it is Douglas Leiteman's. I weep on television, that might not be a very valid reason. Norman DePoe did weep on a news broadcast and he was not fired for all that. I therefore was forced to look for other reasons. The reason which I gave, and which I merely repeated, was that possibly people did not want any French-Canadians, but I did not think for a moment that that was the tie.

Mr. PRUD'HOMME: You were just repeating, what was it he said. He said, I think it would be good to add that—

Mr. LAPIERRE: That would be very unfortunate, I do not really think so.

Mr. PRUD'HOMME: I agree. Now, is loyalty to top management as important as all this? According to you is it really necessary to be loyal?



Mr. LAPIERRE: I believe this is absolute nonsense, arrant nonsense, and moreover, it could be one of interference with my own contract. My contract states in paragraph 8, and I had this added because of that more particularly Mr. Prud'homme, because of that fact. Because I am a University Professor and I think that my work as a University Professor is to belong to the community in which I live.

(English)

Nothing in the contract and any rider shall be construed to prejudice Laurier LaPierre's responsibilities as Associate Professor in the Department of History and Director of the French Canada Studies Program at McGill University, Montreal.

(Translation)

In the negotiations and the talks I had with Douglas Leiterman it meant exactly what I have said, because in the original contract, which I had with the CBC, I could not accept speaking engagements without the authorization of the CBC, and I wanted no part of that.

Mr. PRUD'HOMME: Do you know of any protest campaign or drive which might have been organized at a private radio station in Ottawa? Paid advertising to the effect that people were being asked to protest to the CBC, to protest to the House of Commons and Parliament against the action of management? Are you aware of this?

Mr. LAPIERRE: I never heard of anything like that. All I knew was that there were certain Committees set up in the country which had been set up to save the integrity of the CBC and the programme "Seven Days".

Mr. PRUD'HOMME: But this was organized just like this, without an direction at all?

Mr. LAPIERRE: I had nothing to do with it, I never did anything in one way or another, except perhaps—

Mr. PRUD'HOMME: Perhaps not you, but did you hear that in the office, for instance—

Mr. LAPIERRE: Apart from appearing on news broadcasts on the English network, the Pierre Berton Show, and having explained my case publicly.

Mr. PRUD'HOMME: One last question. I made a mistake in a question I asked Mr. Watson. I asked him if prior to April 6th—which seems to be a strategic date—he had any contacts with members of this Committee, in a very general way, or with one or more Ministers, present Ministers. He said, of course, that in his own career he does come in contact with people of that kind. But I would ask you this—after April 6th were there any consultations on your part with one or more members of this Committee, with one or more Cabinet Ministers?

Mr. LAPIERRE: With regard to what?

Mr. PRUD'HOMME: With regard to this injustice?

Mr. LAPIERRE: No, certain members of the Committee and certain personal friends of mine asked me what the case was. I told them. However, in the group of people there were no Ministers. I must deny the report made to the



newspapers that I was interested in becoming Vice-President of the CBC, and that I had acted along those lines. I have absolutely no intention of becoming Vice-President of the C.B.C.

Mr. PRUD'HOMME: President?

Mr. LAPIERRE: Not at all—it never entered my mind.

Mr. GRÉGOIRE: I have a few questions to ask too. Mr. LaPierre you stated that the reasons for your dismissal did not seem justified. And first of all, when you stated, for instance, when you said that loyalty to the CBC or to top management seemed to you to be nonsense or hogwash, was it disloyalty that was implied, or was it loyalty in general in top management that seemed to be hogwash?

Mr. LAPIERRE: It is the charge according to which I had been lacking in loyalty against top management, that is arrant nonsense, that is hogwash.

Mr. LEWIS: That is the statement.

Mr. LAPIERRE: Of the lack of loyalty.

Mr. GRÉGOIRE: That seems arrant nonsense to you?

Mr. PRUD'HOMME: In other words, it is not loyalty to the management that is hogwash, it is the statement?

Mr. LAPIERRE: I am sorry, that is the statement according to which I have been lacking in loyalty that is hogwash, and not the idea of loyalty itself.

Mr. GRÉGOIRE: Now, this statement of the lack of loyalty or disloyalty to the C.B.C. was this made before or after you said that Mr. Ouimet was raising a vendetta against you, although you retracted this?

Mr. LAPIERRE: I think this came a long time before my charge made against Mr. Ouimet.

Mr. GRÉGOIRE: In the second point there is implied a second reason for not renewing your contract. That is the statement that the programme was used as a personal platform for the airing of your own views.

(5:15 p.m.)

Mr. LAPIERRE: None were indicated to me.

Mr. GRÉGOIRE: Do you believe, in your opinion, that in the "Seven Days" programme—not in the scripts which were given to you—but in the actual interviews, the questions that you were putting—or sub-questions or additional questions—were left to your own option?

Mr. LAPIERRE: This was up to me. The interviews I carried out were generally made after discussions with Douglas or the producer in charge, Mr. Litterman for instance, and we were free to do as we wanted within certain limits. So I did what I pleased.

Mr. GRÉGOIRE: The questions were therefore—

Mr. LAPIERRE: My own.

Mr. GRÉGOIRE: You were ready to put them one way or the other?

Mr. LAPIERRE: That is correct.

Mr. GRÉGOIRE: Do you believe that, in those parts, you were operating "ad lib" as we say? Do you think that you showed a sense of impartiality?

Mr. LAPIERRE: Yes, I was *ad libbing*—that is true—and I was indicating one point of view.

Mr. GRÉGOIRE: Your point of view?

Mr. LAPIERRE: My own point of view as a result of my own research and so on. It was up to the other chap, the interviewee, to refute me to present the other point of view. You know, Mr. Grégoire, if you will allow me, there are various techniques as far as interviewing people are concerned. There are newspapermen who want to look for information purely and simply. I am not a newspaperman and so I don't do that. There is another technique which I personally use, and this is it. I present a dialogue, a rather strong exchange of views between individuals, and it is up to the individuals themselves to continue the dialogue, this confrontation if you wish. But when I interviewed a person it was always with respect to a certain problem within a certain area. The problem we were dealing with was a problem on which I had my own ideas, but I presented these ideas in the shape of questions, and the interviewee would answer me. This being said, however, the decision to put the whole on the air so that 3 million Canadians would hear us, was not mine, so when a decision is taken to take that particular interview which generally lasted an hour or an hour and a half, to bring it down to 14 or 15 minutes by editing it, or presenting what the editor and the producer felt was most startling and most interesting and most necessary within their own viewpoint, that decision was not mine. Of course, I was consulted, but the decision was not mine. So in spite of the fact that I must answer "Yes" to your question in spite of the fact that the questions were mine, though the questions put often represented my own views, not all the time—because if there is no confrontation of course, people would turn off the TV set. It is all very well to say nice things to nice people, but if nobody looks at the programme, that is not worth while. I sometimes, but rarely, took positions on the air which were not really mine. The decision however to put all this on the air was not mine. It became a part of the editorial content of "This Hour Has Seven Days" and the responsibility in this instance belongs to the producer.

Mr. GRÉGOIRE: Therefore, the decision to choose among an hour's questioning, to choose a time lapse of 14 or 15 minutes was the decision of the producer?

Mr. LAPIERRE: That is so.

Mr. GRÉGOIRE: And the choice of questions was yours?

Mr. LAPIERRE: Quite so.

Mr. GRÉGOIRE: Then you admit that you put them according to your own point of view?

Mr. LAPIERRE: That is so. Yes, all the time.

Mr. GRÉGOIRE: If we take more specific examples—for instance, in the matter of capital punishment which was raised this morning—do you have the impression your questions tended to favour one side over the other?

Mr. LAPIERRE: The only person I interviewed on the death penalty was Mr. Claude Wagner, the Attorney-General for the Province of Quebec. I did so in February 1965, that is a year ago. I interviewed nobody else on that subject. My position on capital punishment was very well known because I had already made speeches in this regard.

Mr. GRÉGOIRE: Now, you have said, for instance, that there were too many supervisors at the C.B.C. or using the French expression, and that you found it difficult to understand just who was leading. Was this before or after the statement made by the C.B.C. to the effect that you lacked loyalty to the C.B.C.?

Mr. LAPIERRE: It was a long time before. It was in October, 1964. Sorry, October, 1965, yes, we are in 1966, it was October, 1965.

Mr. GRÉGOIRE: In your regular relationship with the C.B.C., therefore, you felt that there were too many supervisors.

Mr. LAPIERRE: Yes, it is not the matter of supervisors. What I really realized was that there was something lacking—but these are merely impressions.

Mr. GRÉGOIRE: Were there too many or was there something lacking?

Mr. LAPIERRE: It seemed to me there were far too many. Every week it seemed to me we had to keep fighting against a whole series of people and although this came back to me as hearsay that I was told it was this way or that, I felt that something was not quite right. I finally realized that there were too many people involved.

Mr. GRÉGOIRE: About these too many people—were they on the administrative or creative side?

Mr. LAPIERRE: On the administrative side.

Mr. GRÉGOIRE: That was a conclusion that you drew—that there were too many?

Mr. LAPIERRE: Well, there were too many and there were not enough—it depends.

Mr. GRÉGOIRE: Now, Mr. Chairman, you will allow me to ask these questions, I hope, under Vote 1 of the C.B.C., and not necessarily only on the sole problem of "Seven Days". Did you find that these supervisors were in a vertical line, so to speak, one under the other and we have to go back along a whole line of command in order to get to the Chief Supervisor, or were they on a horizontal plane, that is to say, were there several on the same level of authority who could impose conditions?

Mr. LAPIERRE: I am no expert in administrative engineering, Mr. Grégoire, but I have a great deal of trouble understanding the administrative structure

of the C.B.C. Moreover, I cannot tell you whether it is horizontal or vertical—I always seemed to me anyhow that they were always there underfoot. I really don't know.

Mr. LEWIS: All around you.

Mr. GRÉGOIRE: As my friend, David Lewis, said, they were all around you.

Mr. LaPIERRE: I had the great feeling that there were too many present. Unfortunately that is a mere impression, it is not a fact.

Mr. CHAIRMAN: May I make a remark before you continue, Mr. LaPierre. Of course, we are studying the estimates of the C.B.C., but if you want to go into the administrative structure proper of the C.B.C., without any relation to the chain of command, it was agreed, at least implicitly, in the Committee, that we could come back then later and question people on these matters. For the moment we are staying with the problem of the chain of command.

Mr. GRÉGOIRE: I will re-phrase my questioning, then. Mr. LaPierre you said recently,—or at least I do not know where you said it but I saw it in the press,—that there were two statements made on the French network and on the English network, both different. I think that in one you stated that you were a member of the NDP but that you were ready to become a Liberal candidate, and in the other one you said, that you were an NDP and before—I mean continue the first one. You were an NDP but you were ready to be a Liberal candidate, because Marchand, Trudeau and Pelletier so I do not see why you would not do it too. And, according to the French network you said that you were an NDP member, but that there was no question for you of any other allegiance but that. Do you really have one or both or the two?

The CHAIRMAN: I must tell the witness he is perfectly free not to answer that question if he wishes.

(English)

Mr. MACKASEY: Mr. Chairman, while he is thinking that up I would like to ask a supplementary question. Have you ever thought of the funny money policy?

Mr. LaPIERRE: I just say, and I do not know how pertinent it is, that at the press conference in Montreal someone asked me what would happen next to me and I said since I had always been interested in politics and since we need not stoop to politics I would have to make a decision perhaps much sooner than I thought. Someone asked what party I was affiliated with and I replied the N.D.P. Then a journalist said: "Surely there has been evidence that one can switch." And then I made that awkward remark. But, what the future holds, Mr. Grégoire—

Mr. TRUDEAU: But, you are not considering Social Credit?

Mr. LaPIERRE: I am not considering Social Credit.

Mr. PETERS: You might as well consider it.

Mr. LaPIERRE: What do you mean, you are going to throw me out?



(Translation)

Mr. GRÉGOIRE: Mr. LaPierre, to consider this one has to be impartial, or to be a prophet. Are these N.D.P. ideas that you said you espoused, at least according to this statement, do you admit that you stated this on a second broadcast?

Mr. LAPIERRE: Oh, yes, I do.

Mr. GRÉGOIRE: Does this influence your line of questioning on the programme?

Mr. LAPIERRE: No.

(English)

Mr. FAIRWEATHER: Mr. Chairman, on a point of order, what on earth has his got to do with the matter before us?

Mr. GRÉGOIRE: Mr. Chairman, if I could explain. One of the reasons mentioned by Mr. LaPierre was that he used this program as a personal platform for expressing his own ideas, and that is what I am looking into now. I think the question is completely in order.

Mr. FAIRWEATHER: Is it necessary to test everyone's political allegiance all the way through?

Mr. GRÉGOIRE: I will not ask about that or his personal feelings with regard to the N.D.P.; my question has to do with one of the reasons for his not renewing this contract.

(Translation)

On the programme, did you try—I am not asking you to explain the N.D.P. ideas now—but did you try to air N.D.P. ideas?

Mr. LAPIERRE: No, never.

(English)

I must tell you that whenever I interviewed on the Hot Seat a Conservative it was reported to me that this was indeed a Liberal conspiracy and every time I interviewed the Liberals it was reported to me that this was a Conservative conspiracy. And, if anyone saw the interview we did with Mr. Douglas during the last election no one could conclude we used the "Seven Days" program in order to assist Mr. Douglas or the N.D.P. party.

Mr. PETERS: From my membership point of view you can be assured that is correct.

(5:30 p.m.)

(Translation)

Mr. GRÉGOIRE: Now for the top management statement stating the two reasons for not renewing your contract. You saw this document?

Mr. LAPIERRE: Yes.

Mr. GRÉGOIRE: If the management had not renewed your contract without mentioning any reasons, would you have then accepted their decision?

Mr. LAPIERRE: I would have accepted Douglas Leiterman's decision since he would have been acting as producer of "Seven Days". However, I would never have accepted, no more than my union would have accepted, that the top management would tell a producer not to hire, because this would directly against the understanding negotiated between A.C.T.R.A. and the C.B.C.

Mr. GRÉGOIRE: Was the request to Mr. Leiterman from top management to the effect that you should not be hired or that your contract should not be renewed?

Mr. CHAIRMAN: Not to hire you generally or not to renew the contract?

Mr. LAPIERRE: It was not to renew my contract as host of "Seven Days".

Mr. GRÉGOIRE: To your knowledge then there was no directive from the C.B.C. not to hire you again?

Mr. LAPIERRE: At that moment, no.

Mr. GRÉGOIRE: But simply not to renew this particular contract?

Mr. LAPIERRE: That is right.

Mr. GRÉGOIRE: Does the C.B.C. have a right not to renew a certain contract?

Mr. LAPIERRE: I do not deny the right of the C.B.C. to do this through negotiations and dialogue, but I do deny that an arbitrary decision should be taken, especially against the producer's wishes because, in the final analysis it is he who must decide on his programme.

Mr. GRÉGOIRE: Do you think that the producer can have the final authority for his programme for hiring but that top management can have other reasons to ask that a contract not be renewed? For instance, one person might have been on TV long enough and it might be a good idea to change?

Mr. LAPIERRE: According to Section 3301 of the Agreement between the C.B.C. and ACTRA, this cannot be done.

Mr. GRÉGOIRE: But even at the time when your contract was terminated it was terminated, was it not?

Mr. LAPIERRE: Yes.

Mr. GRÉGOIRE: Was there a clause for tacit renewal?

Mr. LAPIERRE: No, but what I really mean by this—

Mr. GRÉGOIRE: Does this mean then that so long as the producer wants to renew your contract top management had no word to say?

Mr. LAPIERRE: If I have understood these collective agreements between ACTRA and the C.B.C. the answer to that is yes. There might be a court decision required to elucidate that point however.

Mr. GRÉGOIRE: That is it, in a sense.

Mr. LAPIERRE: That is the very point at issue.

Mr. GRÉGOIRE: Note well, now. It is not renewing of the contract of a permanent employee, but renewing, from what I understood, a contract of a staff of a programme who is employed for two years.

Mr. LAPIERRE: Yes. But, however, you will allow me to say this. All these people who belong to ACTRA, performers and so on, and who have contracts of mine, these are always temporary contracts with very limited rates, being terminable contracts. What happens to me is a very important precedent, and it is not acceptable.

Mr. GRÉGOIRE: Do you mean that the non-renewal of the contract never existed, was never decided by top management of the C.B.C.?

Mr. LAPIERRE: It would appear, from what I was told, that this has never happened before.

Mr. GRÉGOIRE: But all contracts were renewed?

Mr. LAPIERRE: That the producer may take the decision not to renew the contract, but that this cannot be taken by the management without consulting the producer.

Mr. GRÉGOIRE: Has it already been taken?

Mr. LAPIERRE: From what I have been told, no. This is why ACTRA is taking a great interest in it.

Mr. GRÉGOIRE: Mr. LaPierre, you surprise me a little, not only in your specific case but also generally, when you tell me that, according to you, the top management of the Canadian Broadcasting Corporation cannot make the decision not to renew a contract.

Mr. LAPIERRE: Not when it concerns a member of ACTRA. If you wish, I will read the text again.

Mr. GRÉGOIRE: Yes.

Mr. LAPIERRE:

(English)

And the Corporation will not refuse to engage members of any ACTRA branch nor interfere with the normal process of engagement.  
(translation)

Mr. GRÉGOIRE: Yes, but...

Mr. PRUD'HOMME: Is the engagement considered as a re-engagement?

Mr. LAPIERRE: Certainly. Mr. Douglas Leiterman publicly admitted that, in principle, he wished to have me in "Seven Days" again next year. According to the members of ACTRA, this means that the "normal process of engagement of Douglas Leiterman" and if the top management tells him not to re-engage me, then "the top management is interfering with the normal process of engagement", which it is not allowed to do...3301.

Mr. GRÉGOIRE: Might this mean that, if Mr. Leiterman decided tomorrow to engage all the members of ACTRA, it would be he who decided about the engagement? Wouldn't the management have any say in this case?

Mr. LAPIERRE: I believe that problems of animators and key personnel are that are always discussed as Mr. Watson explained the other day.

These persons are still engaged in discussions with the Department of Public Affairs. The Department of Public Affairs has no objections to my re-engagement, but the Department is also part of the "normal process".

Mr. GRÉGOIRE: There, you have just gone up one rung.

Mr. LAPIERRE: Indeed, that is how things are done.

Mr. GRÉGOIRE: But if the producer decided to hire all the members of ACTRA?

Mr. LAPIERRE: Indeed, why would he do that?

Mr. GRÉGOIRE: There is an argument in philosophy which consists of going to extremes in order to prove one's point. So, I go to extremes. Should the producer decide to hire all the members of ACTRA, he would indeed be through the "normal process" of hiring. Then, according to the interpretation that you give to your article, the higher administration of the C.B.C. would have nothing to say in the matter. They would be themselves forced to hire all the members of ACTRA.

Mr. LAPIERRE: But he must act according to a budget, through a "statement of intention", as Mr. Watson said this morning. He discusses, negotiates and talks with the members of the Department of Public Affairs, etc. and then, even though he might want to hire all 35,000 members of ACTRA, they would be unable to do so. Fundamentally, the clause means: in order to protect artists against arbitrary measures, in other words to give them the best protection to which they are entitled, it is the "normal process of engagement" which is advocated, and the "normal process of engagement" has always been the producer or the director in accord with other persons, no doubt, but it is he who enters into communication with the artist.

Mr. GRÉGOIRE: Mr. Chairman, I think that on this point it is not necessarily up to the Committee to decide. I would not wish to create a precedent based either upon Mr. LaPierre's opinion or upon my own, because I am not only talking for his case but for all cases. I believe that it should be left up to the courts to give an interpretation. At first sight, it appears that Mr. LaPierre's interpretation covers a lot of ground and that he proceeds by way of extremes as I did a while ago. It means that the producers are the absolute masters of the CBC and that the higher management has nothing to say in the matter.

The CHAIRMAN: Mr. Grégoire, I do not believe it possible at this moment to go on further without entering into a debate with the witness. He has quoted a clause to you, he has given you his interpretation of the clause, and seems that this is what the Committee wanted to know.

Mr. LAPIERRE: Mr. Chairman, with your leave, I could table the two letters sent on my behalf and wherein a formal grievance was lodged against the C.B.C.



(English)

And I might add that I had been informed by Mr. Henry Comer who, of course, would be able to reply to the question better than I, that the executive is now in the process of taking counsel from legal experts on the possibility of further action. However, I would like to table these two letters since they explain ACTRA and the grievance.

Mr. MACKASEY: Mr. Chairman, on a point of order, although it is all very interesting, half an hour ago Mr. LaPierre mentioned that the union, of which he is a member, is meeting with management, has met this morning, and will probably have further meetings to discuss whether, from the union's point of view, Mr. LaPierre was legally or illegally dismissed. While it may be of interest, I do not think it falls within the confines of this particular Committee. We should be finding out whether or not they had a right to do so rather than the reason why. We cannot come to a conclusion because the courts, through the intervention of the union, could quite conceivably come to another one. In all fairness to Mr. LaPierre and to the committee I think that the bulk of our discussions, since it is all hearsay, consisted in asking the witnesses what, in their opinion, is wrong, instead of getting down to what Mr. LaPierre is here for, to find out why he was dismissed and what connection his dismissal had with the program, not whether he was actually doing his job properly or not.

The CHAIRMAN: I think we are over with this part anyway.

(Translation)

Mr. GRÉGOIRE: Mr. Chairman, my questions are over. I feel that this new point has thrown some light on the discussion.

(English)

Mr. BASFORD: Yes, Mr. Chairman, I have a few questions along the same line.

(Translation)

Mr. GRÉGOIRE: Before ending, there is also the question of the reason, given by Mr. Ouimet, why you cried on television. This does not seem very serious to me.

Mr. LAPIERRE: No, here is the reason. I had never seen Mr. Roy Faibish's interview with Steven Truscott's mother and I very much doubt whether people, perhaps less emotional than myself, could have seen that interview without being deeply moved. It is a mother's own great personal tragedy. I then had to appear immediately to read a text and it unfortunately happened too quickly. I had never seen the film before. It is the first time this happened to me.

Mr. GRÉGOIRE: You were upset at that moment?

Mr. LAPIERRE: Very upset, the same as everyone for that matter.

(English)

The trouble was that the make-up was dripping in my eye.

Mr. JOHNSTON: Mr. LaPierre, did you see yourself, as the program developed, apart from any single program, as committed to a greater contribution, particularly to the cause of biculturalism, which you might be able to make through the program?

Mr. LAPIERRE: I think that in terms of this being discussed on the air and being part of an item which "Seven Days" might do, this is so.

Mr. JOHNSTON: And would your annoyance at your dismissal be involved in this, quite apart from what you would feel would be an injustice in the arbitrary way and the procedural business we have gone through? Would you say you had been prevented from completing something which you have set out to do?

Mr. LAPIERRE: No, I do not feel that at all. I have always been very very careful not to become an exercise in national unity, and I think that that would be disastrous in many ways. However, I have used the public opinion of me, through the "Seven Days" program, to further the cause of biculturalism; in other words I have accepted countless invitations to speak to various groups across the country where I talked of nothing else but biculturalism. Consequently, that is the only way I may be accused of having used "Seven Days", through the fact that people knew me from "Seven Days", and in order to bring forward a point of view on biculturalism.

Mr. JOHNSTON: To change the question, we have heard a great deal about consultation, and you have characterized yourself as being rather low on this totem pole of command. You said a great deal of what you felt you were accused of was the responsibility of the producer and was not in your own hands. In other words, it seemed to me, as we listened, that the whole business of the chairs of command frequently does not seem to apply in the field of television as it might in some other aspects of business. For instance, let us take the example of the rejection campaign of the "Seven Days 'hot seat'" concept and the way this was done so that it seemed to work to the advantage of Mr. Douglas who was so readily available while other political leaders were not immediately available and could not appear to be physically unavailable to the audience.

Mr. LAPIERRE: In other words, to reply to the telephone?

Mr. JOHNSTON: That is right. Would you have been part of any of the series of decisions to use the "hot seat" idea in the election campaign, to set it up in this way?

Mr. LAPIERRE: I was party to the decision to invite the leaders of the various political parties to go through an interview in the "hot seat", as we called it then. I was party to that. I was not responsible for the method or any of the negotiations that took place. This was not my responsibility.

Mr. PETERS: During the recent lifetime of "Seven Days" I think that it was generally assumed—whether by accident or otherwise—that the "Seven Days" idea of using two hosts on the program, one of them a French-Canadian, gave to many parts of Canada an understanding of the French attitude which I think you personified, in contrast to Mr. Watson, who I did not know previ-

ously even spoke French. The country, in looking at this program, assumed that the things that were being said by you were an expression in English of the French culture as we know it. I am wondering whether, because this is a fact and because I think many people across Canada looked at this program as being bilingual in English, you were getting two cultures represented in one language.

Mr. FAIRWEATHER: You mean bicultural in French?

Mr. PETERS: Anyway the idea is that I think the country did get the impression that there was a bilingual atmosphere to "Seven Days" that was brought about by having two hosts, one of them a French-Canadian who has a very attractive English accent, very acceptable to the English speaking people. I am wondering whether this was by accident. When your negotiations took place for the hosting of "Seven Days", was this discussed with the producers as part of the reason for asking you to be host?

Mr. LAPIERRE: In October, 1964, it was felt very strongly, if I remember correctly, by the executive producers on "Seven Days" that my accent might be detrimental to the program and, consequently, the decision to hire me had absolutely nothing to do with the fact that I was a French Canadian. If my name had been John Scott, I would still have contributed an addition to the program which they wanted.

● (5:50 p.m.)

In October of 1964 the consensus of opinion was very much that since they were trying a new kind of venture the presence of a French Canadian, or perhaps a person with a French Canadian name and a French Canadian accent and speaking English, might be detrimental to the program and cause annoyance. After the first two programs that turned out not to be and it turned out to be more of an asset, at least from the public's point of view.

However, I must say quite categorically that never in the program have any items or has anything been done by virtue of the fact that I am a French Canadian. If my name had been John Scott I would have responded in exactly the same way.

Mr. PETERS: Was one of the reasons why there was no objection to several things that happened on "Seven Days", which must have been done on tape and viewed before showing—and I was of the opinion that this might have been true of the tearful scene to which I referred—which was an expression of French Canadian emotion, probably, in my opinion any way—that they may have given some advantage to the operation?

Mr. LAPIERRE: I am not aware that English speaking Canadians do not cry.

Mr. PETERS: I am not suggesting that they do not, but—

The CHAIRMAN: May I suggest that the relevance of this line of questioning is not obvious to the Chair.

Mr. PETERS: It may not be; but I am curious about how this developed, or why it developed, because it obviously did develop, whether it was intentional or accidental.



Obviously the Canadian public accepted Mr. LaPierre because he was French—

The CHAIRMAN: Would the member agree to satisfy his curiosity on this point out of the time of this Committee? I do not think it is really relevant to what we are doing here.

Mr. PETERS: Yes, I think it is, in view of some of the statements made and certainly some of the impressions that there was a bicultural aspect to this particular loyalty and the firing that took place. I would suggest that that is relevant.

Could I come back to when this decision was made to review the contract in 1965? There was a change, was there not, in your role? When did that change take place?

Mr. LAPIERRE: I do not understand.

Mr. PETERS: When this began you were connected in some respects with this, in the original contract in 1964, other than being a host?

Mr. LAPIERRE: Host and interviewer, which is the same relationship in the second contract. There were just added in the second contract certain clauses which protected my responsibility as a teacher in a university and as an academic person and a person whose primary responsibility was outside the C.B.C. But that did not change the fact of my being a co-host and an interviewer.

Mr. PETERS: Were there any incidents which occurred during the lifetime of the program where this matter of your emotion, which you have shown at least on several programs—

Mr. LAPIERRE: I am not aware of this criticism having ever been made before. I am aware of criticism about my opinions and my co-called impartiality, but never about my emotions.

Mr. PETERS: I am thinking of an interview you had with separatists, which was rather emotional.

Mr. LAPIERRE: With whom?

Mr. PETERS: There was an interview you did with a number of separatists in which the argument got quite heated.

An hon. MEMBER: University students.

An hon. MEMBER: An Irishman from McGill.

Mr. LAPIERRE: Yes.

Mr. PETERS: Was there any objection to that?

Mr. LAPIERRE: No, there was no objection to that. The only objection which was made was to this so-called political impartiality during the last election.

Mr. PETERS: Lastly, in the operation of "Seven Days" is there a time lag in the programming?

Mr. LAPIERRE: I do not understand.



Mr. PETERS: As would be done on radio?

Mr. LAPIERRE: No, it is live; so far as the hosts are concerned they are present on Sunday night at ten o'clock.

Mr. BASFORD: With reference to the contract you are referring to, Mr. Pierre, who signed it on behalf of the corporation?

Mr. LAPIERRE: Mr. Reeves Haggan, if I remember correctly. I will check that. Yes, Mr. Reeves Haggan.

Mr. BASFORD: If he accepted your contract should it not have been signed by Mr. Leiterman?

Mr. LAPIERRE: I suppose so; but I do not think that the C.B.C. allows producers to do that; it must be with the supervising personnel. However, Mr. Douglas Leiterman absolutely did not negotiate one iota of this contract with me; but Mr. Haggan signed it on behalf of the corporation.

Mr. BASFORD: Therefore, it was signed by management.

Mr. LAPIERRE: Yes, within the public affairs department.

Mr. BASFORD: Yes, which somewhat negates, does it not, your theory that you worked for Mr. Leiterman and that he could hire or fire?

Mr. LAPIERRE: I work with Mr. Leiterman and it was Mr. Leiterman who hired me. In the normal process of an engagement it is always done through the producer even although the signatory would be a senior officer of management; just as in the case of McGill University, where my contract is signed by the university.

Mr. GRÉGOIRE: Could you specify that in practice it is the producer that does the hiring, but in theory it is supposed to be the management?

Mr. LAPIERRE: In theory it is the management which binds the corporation, but in practice it is the chief negotiating officer and that is the person who is immediately superior.

Mr. GRÉGOIRE: Now, is that the established practice within the corporation?

Mr. LAPIERRE: So I am told.

Mr. BASFORD: But the terms of your engagement were signed by you and the corporation represented by a member of management.

Mr. LAPIERRE: Yes.

Mr. BASFORD: Were there any rights of renewal in the contract?

Mr. LAPIERRE: There were not.

Mr. BASFORD: Were you aware in 1964 of other people having been interviewed for the job of host, or co-host?

Mr. LAPIERRE: I have been told that there was a considerable number of people who were auditioned, yes.

Mr. BASFORD: Do you know who conducted those auditions?

Mr. LAPIERRE: I suppose they must have been conducted by the executive producer.

Mr. BASFORD: Who conducted your audition?

Mr. LAPIERRE: My audition was conducted by Patrick Watson.

Mr. BASFORD: Solely?

Mr. LAPIERRE: It was an audition from "Inquiry", which, of course, is the same as auditioning for this job; but the audition was there; and the work of the "Inquiry" services was then the basis for re-engagement.

Mr. BASFORD: You do not have too much knowledge of others who were auditioned for the job?

Mr. LAPIERRE: No, I do not.

Mr. BASFORD: I have no further questions.

The CHAIRMAN: Before the motion for the adjournment until 8 o'clock is put I would like to know if the committee wants Mr. LaPierre's contract to be placed before it as well as that of Mr. Watson?

Mr. LEWIS: It can be photostatted the same as the others.

The CHAIRMAN: Yes; to provide copies to the members of the committee?

Mr. LEWIS: Yes; and what about the other two contracts of Mr. LaPierre also?

The CHAIRMAN: They are tabled.

Mr. LEWIS: I do not know if they would be of assistance to the members.

The CHAIRMAN: Can they be appended to the proceedings without the being photostatted?

An hon. MEMBER: Why cannot we photostat them in the same manner?

The CHAIRMAN: This is just for the time being. We will now adjourn at eight o'clock.

#### EVENING SITTING

MONDAY, April 25, 1966.

● (8:15 p.m.)

The CHAIRMAN: Order, please. Monsieur LaPierre, would you be seated here. Mr. Basford, I understand that you have finished your questions.

Mr. BASFORD: Yes, I have finished. However, Mr. Chairman, I did want to make one short remark, if Mr. Lewis is here.

At the beginning of this afternoon's meeting you said that Mr. Lewis and I had withdrawn our motion and amendment, which was denied by both Mr. Lewis and myself. I now have had a chance to talk with you, Mr. Chairman, and to have had relayed to me, through you, the opinion of the parliamentary counsel, which you were asked by the committee to seek. As a result of the advice from the parliamentary counsel I would withdraw the motion.

The CHAIRMAN: Thank you. Is it agreed that Mr. Basford withdraw his motion? I do not think it was put.

Mr. BASFORD: No, Mr. Chairman; it really was not before the committee.

Mr. LEWIS: Then, Mr. Chairman, the amendment falls and is withdrawn.

The CHAIRMAN: I can explain, if the committee is interested, what the vice of the parliamentary counsel was. Both the motion and the amendment requested the committee to ask someone else to do something—that is, someone outside of Parliament—and it seems to be quite obvious that this Committee should recommend to Parliament only that it ask someone outside of Parliament to do this or not do this. In the form under which the motion was presented it was unacceptable.

Mr. MACDONALD (*Prince*): Mr. Chairman, I would like to direct a few questions to Mr. LaPierre. First of all, Mr. LaPierre, when you began your association with the program "Seven Days" what was your conception of the program? What did you conceive the purpose of "Seven Days" to be?

Mr. LAPIERRE: When I first was involved in this program the conception was that it was a television program which would attempt to create a dialogue between the country between persons on important issues and, at the same time, keeping in mind that it was a magazine format, it would cover many items; at the same time, as well, since television primarily is a means of entertainment, it would attempt to do so without consecrating for all times to come; public affairs need to be dull. Consequently, it was an involvement into the possibility of a dialogue and a definite attempt to try to get as many Canadians as possible to watch the program.

Mr. MACDONALD (*Prince*): From your standpoint, Mr. LaPierre, would you say that the relationship of entertainment to public affairs was a new concept in terms of television programming?

Mr. LAPIERRE: I think in that sense it was. But, the use of satire and other items, and then weaving it all into a presentation which was striking in which the bulk of the program was devoted to pertinent issues, I think, in more ways than one, was a new method of communication.

Mr. MACDONALD (*Prince*): From the standpoint of management vis-à-vis producer what kind of conception had they conveyed that you were aware of?

Mr. LAPIERRE: I was not aware of any that they conveyed in one way or another. In informal private discussions with Mr. Watson and Mr. Leiterman the feeling was this was to be a new experiment, a new venture and, consequently, was worth trying. But, as Mr. Watson has suggested, no one really knew, in essence, what the program was going to be because the only way of finding out is by making the program and doing it.

Mr. MACDONALD (*Prince*): From the very beginning, after you arranged to do a program, were you aware of some pretty strong reactions from the different levels of management?

Mr. LAPIERRE: Only through hearsay in terms of my colleague suggesting that this has been dropped because of that or that. In certain instances,

when I arrived for rehearsals, items were withdrawn; however, they might have been withdrawn for various reasons other than management's decision. I was not a party to any of these decisions.

Mr. MACDONALD (*Prince*): You were at no time drawn into a dialogue with those who were at the management level with regard to this program?

Mr. LAPIERRE: Never.

Mr. MACDONALD (*Prince*): As you look back now on the two years of broadcasting of *This Hour has Seven Days* what stands out in your mind as being significantly important in this new kind of programming, a type which perhaps, should be continued?

Mr. LAPIERRE: I think it has been demonstrated beyond a shadow of doubt that public affairs need not be dull and that there is definitely an interest in Canada in matters which may be considered public affairs in terms of politics, social context and social problems of life—in other words, the totality of one's national life; and we have demonstrated on "*Seven Days*" there can be a genuine concern and interest in this type of program. I refuse to admit, even though I think this has been stated time and time again, that "*Seven Days*" has been almost nothing else but an exercise in sleaziness; I think it has been of considerable value to the dialogue which must exist not only at the bicultural level but at other levels as well. And, I think this has sharpened an awareness for social and political problems in this country. At least, my mail suggests that.

Mr. MACDONALD (*Prince*): Would you say that the program in a number of instances took a strong and subjective position on a variety of controversial issues?

Mr. LAPIERRE: If you are suggesting that the program definitely carried a true editorial line I would have to answer "no"; there always was a very definite concern with regard to this among the people who make that program, and, with regard to my objections, I might admit that I thought the editorial line should not be as pronounced as possible and a balance should be maintained. However, again, one must bear in mind that public affairs is not news and television is entertainment and it is not at all didactic in that sense. If it teaches and imparts information it must do so by way of entertainment, not in terms of dancing girls but in the global sense of visual interpretation.

Mr. MACDONALD (*Prince*): You are not saying there might have been an over-all editorial policy. However, is it not true that there was an attempt made to make a point with regard to *News Magazine* and, for the sake of being provocative and interesting a position might have been taken?

Mr. LAPIERRE: Yes, but the common purpose of that would be to create an impression so that people might form their own opinions. On the program *This Hour has Seven Days*, we never claimed to have a totality of the truth and the only thing we could do in one hour is present one aspect of any certain subject in the hope that people, through discussions, dialogue and reading might arrive at a consensus of opinion which would be important in their lives.



Mr. MACDONALD (*Prince*): In the program referred to earlier on April 19, in which the president of the CBC appeared on News Magazine, he said something to the effect that one of the things that disturbed him about this program was its lack of objectivity. Would you say that objectivity is an exceedingly important thing to have, particularly in this kind of program?

Mr. LAPIERRE: Yes, but there are means of getting it. If you mean by that that you say to the public this is white, whereas, on the other hand, it may be black, you see—*Les deux côtés de la médaille*, that may be one form of objectivity. But then, on the other hand, you must also bear in mind that you can obtain some objectivity by creating a confrontation, and this may present the other point of view if you begin by assuming a different point of view. I am suggesting that the president has handled too much around this matter of lack of objectivity with regard to "Seven Days"; if he went back and looked over the record he would find that the lack of objectivity is more the exception than the rule, as he would like to suggest.

Mr. MACDONALD (*Prince*): Earlier, when you gave your two or three reasons for your contract not being renewed you seemed to express, not directly, but by your manner, that these were not very convincing, in your opinion. What do you think are the real reasons for the failure to renew your contract?

The CHAIRMAN: This question is asking for hearsay information.

Mr. MACDONALD (*Prince*): I think it is an important question.

Mr. GRÉGOIRE: Just because it is dangerous is no reason it should not be answered.

The CHAIRMAN: I just wanted to indicate that if it leads to the witness repeating hearsay I do not see what purpose it serves, and that is why I say it is dangerous.

Mr. MACDONALD (*Prince*): I am really asking him, after reviewing his own participation in this program, its effectiveness and also the reaction he has gained from it, to give us what, in his estimation, are the real reasons for the failure to renew his contract.

The CHAIRMAN: I think you would appreciate that if these reasons are not good—and, you wanted to know the real ones—and if a member does not believe in these himself, or he would like to find another version, that information would have to be obtained from witnesses who will come before this committee to give the reasons they acted. But, I will leave the witness free to speculate on what might have been the reason or reasons, if he wishes to do so.

Mr. WOOLLIAMS: Mr. Chairman, may I speak to that. With the greatest respect for your ruling, Mr. Chairman, it is not speculation if he has some concrete information to give. He has given some reasons. The questioner merely asks him if behind these reasons he has any other ideas or information with regard to it. I cannot believe that this committee is so strict that hearsay evidence would not be considered relevant because we have had a lot of hearsay evidence this afternoon and you, Mr. Chairman, have not interrupted

anyone before. Hearsay evidence has been accepted before and, surely, if he has a real reason that is really what we are here to learn about. We want the truth and we do not want it hidden. I do not see anything wrong with the witness answering; it may be helpful to the witness in protecting his own rights.

Mr. GRÉGOIRE: Mr. Chairman, I would approve of the point of view of Mr. Woolliams, that the witness should be permitted the opportunity of giving what he thinks are the real reasons for his disengagement, and I think we owe that to the witness.

The CHAIRMAN: That is why I told him if he cared to answer the question he could feel free to do so.

Mr. LAPIERRE: Mr. Chairman, I would like to warn the committee that I have no proof at all for what I am about to say. I merely am suggesting that since the reasons given are only acceptable to me by virtue of the fact that the first reason of disloyalty is a circumvention of human rights and civil liberties; since I never have used "Seven Days" as a forum to present my own personal opinions; since I am not responsible for what goes on the air, and since the business of weeping cannot also be a valid reason under the circumstances in which it occurs—and one tear is not necessarily weeping—I would like to suggest, therefore, that I have thought of this considerably. First, I had thought perhaps, especially after Tuesday night, there may be a personal vendetta; however, I cannot come to that conclusion for the sole reason that I never have met Mr. Ouimet in my life and, secondly, one cannot obtain a personal vendetta via the television screen; that would be absurd.

I have thought about this in other terms and again I stress, Mr. Chairman that there is no proof of this at all; it is purely deduction on my part. I believe that the C.B.C., in order to meet the new regulations or labour arrangement with ACTRA to the tune of \$870,000, or thereabouts, is about to enter into a greater policy of commercialization which means it will have more sponsors.

And in the process of having more sponsors, it must change its corporate image. The corporate image of the C.B.C. has been badly disturbed both by the Fowler Commission and by other events that have taken place, as well as by criticism. "Seven Days" is the most popular public affairs program that the C.B.C. produces on the television network. Patrick Watson and I are perhaps in Canadian television, some of the most well-known personalities. The result is, therefore, that by going directly to us one serves two purposes. "Seven Days" has been immensely critical of advertising, especially of the pension plan, and it has also been critical of large companies, namely car manufacturers as regards safety, and Parke-Davis as regards drugs, and other such items. Consequently, the image of "Seven Days" is not one which is conducive to the fostering of a sense of confidence in the usage of advertising for the sake of revenue. Therefore, the result is that "Seven Days" must be emasculated. This is the reason why Watson's and my contracts are not being renewed because there is also involved in this, I am told, other *sine qua nons* for "Seven Days" to return on the air, as they have been established in the newspapers.

Secondly, I believe that in order to reinstate the corporate image of the top management of the C.B.C., it is imperative that a demonstration of their managing ability be made, and by going to Watson, LaPierre, and "Seven Days", one immediately attacks the global image. Consequently, one can say "Look boys, I am the boss and I am demonstrating that I am the boss. I will no longer allow anyone to take advantage of my so-called weakness." This, I suggest, is what I have thought, and I am merely putting it to the Committee as nothing else but a thought which has come to me in this highly inexplicable, and if I may be so bold to say, irrational, situation.

Mr. MACDONALD (*Prince*): Are you saying, Mr. LaPierre, that there was a conscious attempt on the part of management to make the C.B.C. more of a commercial enterprise and less of an institution that would attempt, in some way, to create an imbalance that exists by competing with the tremendous pressures of the mass media in the United States?

Mr. LAPIERRE: That is my fear, sir.

Mr. BASFORD: I have a supplementary question, Mr. Chairman. I take it from what you said, sir, that this was an attempt by management to advertise its ability. Surely the "scaffuffle" we are in is not a deliberate attempt by management to display or advertise its managing ability.

Mr. LAPIERRE: I think that the C.B.C. management miscalculated. Again this is only a thought, but I do not think that, closeted as they are on Bronson Avenue, they are really capable of assessing the popularity of the program, and above all what has become a completely new phenomenon in broadcasting in this country, namely the loyalty of hundreds of thousands of people to a program on television. This is an entirely new development, and I suspect that the management had not calculated that.

Mr. MACDONALD (*Prince*): Are you saying that this was a calculated attempt on the part of management to get rid of the program "Seven Days" with as little public reaction as possible?

Mr. LAPIERRE: They did not expect the public reaction. They thought there may be a little fuss but one could override it.

Mr. MACDONALD (*Prince*): Are you suggesting that in order to dispense with this particular program they thought they could do it with the least difficulty by disengaging the hosts rather than by dealing directly with the producer involved?

Mr. LAPIERRE: Yes. I think one could go on and say "Seven Days" is still going to be managed. However, you see, the hosts represent a totality; they personify a program, that is the nature of such a piece on television. Consequently, some of the continuity, of the editing, of the association, is in terms of the three personalities who represent it on the air. Consequently, by removing at least the two most potent and most involved personalities, one may change the picture of the "Seven Days" image.

Mr. MACDONALD (*Prince*): Could it not be true that, taking it from another point of view, it would have been much wiser, from a business standpoint, to continue the program "Seven Days" but perhaps with sponsors and



with more limitation or safeguards than used by those who were participating directly in the program.

Mr. LAPIERRE: It is a criterion of the C.B.C. that public affairs programs are not sponsored.

Mr. HORNER (*Acadia*): May I ask a supplementary question? In your view, Mr. LaPierre, is Mr. Ouimet adequately capable of running the C.B.C.?

Mr. LAPIERRE: I do not think I can answer that, if you will pardon me,

Mr. HORNER (*Acadia*): I gathered from your remarks that you thought he was not. I wanted to make it abundantly clear to the committee what you thought on the subject.

Mr. LAPIERRE: He may have had a lapse of judgment; he may have erred. It does not mean he is incompetent to run the C.B.C. As I said this afternoon, I am not an administrative expert; I do not know these things.

Mr. GRÉGOIRE: I have a supplementary question. This goes in another direction. When you implied that the premise of all your arguments is based on the fact that the C.B.C. would like to go into a commercialized field, did you have grounds for saying that?

(Translation)

Mr. LAPIERRE: I said, Mr. Grégoire, that these were mere impressions I put the question to myself. I wondered why these things happened. I could not accept the reasons, which appeared to me to be irrational. I therefore came to the conclusion that other reasons were the true ones. I said that the CBC must meet \$875,000 in new contracts given to ACTRA to prevent a strike.

Mr. GRÉGOIRE: Yes, but the premise of your entire argument, of your supposition, as a premise, constitutes a fact, and no longer a supposition. Now that which comes from the premise might be a supposition, but the premise in itself, that is, the idea of the CBC's commercializing its activities, is a fact and no longer a supposition. Do you have any evidence of this?

(English)

Mr. LAPIERRE: I have seen, in a document which the public affairs department presented to the president, the phrase "increased commercialism" being used.

Mr. GRÉGOIRE: Do you think \$875,000 would make a big difference in the \$100 million that Parliament is furnishing?

Mr. LAPIERRE: It seems to me that the CBC would need a considerable amount of money to do the work that it has to do in this country, and consequently it has to get it somewhere.

Mr. MACDONALD (*Prince*): I would like to ask you the following question and I will quote from the public release that was made recently by the CBC: Were you aware that there had been a serious breakdown in formal communication between management and the producer of "Seven Days"?

Mr. LAPIERRE: Yes.



Mr. MACDONALD (*Prince*): How long were you aware of its existence?

Mr. LAPIERRE: I was aware of its existence as of April 15.

Mr. MACDONALD (*Prince*): Were you aware of its existence prior to that time?

Mr. LAPIERRE: I was aware there was some breakdown in the stream of communication from above to below, but again only through hearsay. I have no proof.

Mr. MACDONALD (*Prince*): Going back a considerable period of time?

Mr. LAPIERRE: Yes, I was aware that there were considerable difficulties.

Mr. MACDONALD (*Prince*): Do you think the "Seven Days" is now dead?

Mr. LAPIERRE: Yes.

Mr. LEWIS: Mr. LaPierre, you have gone over some of this but it might be of some help if we got it all in one place in the proceedings.

I understand that when you were a host on the program, it came on the air live?

Mr. LAPIERRE: Yes.

Mr. LEWIS: Am I right in also understanding that what you said on the program, in the hosting of it, were words of continuity between segments of the program.

Mr. LAPIERRE: Yes.

Mr. LEWIS: I gather that when you were hosting the program you were saying words which had been scripted before.

Mr. LAPIERRE: Yes, except in three instances since "Seven Days" has begun, and all of them occurred in the season of 1964 to 1965, and not in the season of 1965 to 1966.

Mr. LEWIS: So except for the three instances in the two or three hundred that you were involved in—

Mr. LAPIERRE: The 48th edition.

Mr. LEWIS: Except in those three instances, all the words you uttered as host had been written by someone and had been approved by your superiors?

Mr. LAPIERRE: Yes.

Mr. LEWIS: So that in no sense could you be held responsible for the particular words?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: When you interview somebody, when you were participating in the program in the nature of an interviewer, did you ever *ad lib* live?

Mr. LAPIERRE: No, sir, except with the audience on a couple of times when Pierre Berton came to discuss his "Comfortable Pew" and when we discussed mathematics. None of the other interviews that I have done was *ad lib*.

Mr. LEWIS: So that all the interviews—because the two exceptions you gave, from my memory are not terrifically significant—had been done on tape or film?

Mr. LAPIERRE: Yes, sir.

Mr. LEWIS: Am I right in thinking that in every case the tape or film would be seen by your superiors?

Mr. LAPIERRE: Yes, it would be edited and seen by my superiors.

Mr. LEWIS: Or vice versa, it would be seen and edited. Presumably they would not edit it if they had not seen it.

Mr. LAPIERRE: Yes.

Mr. LEWIS: They would see the tape or film and edit it. And what would come on the screen would not necessarily be your interview in its entirety but the parts of it that were used according to the decision of the supervisor and other people?

Mr. LAPIERRE: On the decision of the producer and the executive producer.

Mr. LEWIS: So again, you would not, in any sense, be responsible for the precise bits of your interview or parts of your interview that appeared?

Mr. LAPIERRE: No, sir. I may have been consulted, but I was never responsible for putting it on the air.

Mr. LEWIS: Tell me, was there any rehearsal before the show came on the air?

Mr. LAPIERRE: Yes, sir, from two o'clock to ten o'clock.

Mr. LEWIS: Regularly?

Mr. LAPIERRE: Every Sunday.

Mr. LEWIS: And in that rehearsal would the various parts of the program be shown, those that are on film and on tape?

Mr. LAPIERRE: Yes, if they were available, and most of them would be available except for the Truscott segment. This is the only one which I remember was not available except right before air time. There may have been others but I do not remember them.

Mr. LEWIS: Do you also rehearse the continuity which you do as a host?

Mr. LAPIERRE: It is very important because I mispronounce words so easily.

Mr. LEWIS: Do others who do not mispronounce words also rehearse?

Mr. LAPIERRE: Yes.

Mr. LEWIS: Are even the gestures rehearsed?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: So that is left to the moment.

Mr. LAPIERRE: We have so much trouble with the pronunciation of the words that we do not worry about gestures.

Mr. LEWIS: In that sense, nothing of what you have said on any of the programs was your own, in the sense of your responsibility. They may have been your own in the case of an interview, but somebody above you decided what was to go on.

Mr. LAPIERRE: In no sense at all can I be held responsible for the content which is aired on the television screen at ten o'clock, Sunday, on "Seven Days".

Mr. LEWIS: So somebody above you is responsible for the content which the public sees and which we, the members of this committee, have seen?

Mr. LAPIERRE: Yes, sir.

Mr. LEWIS: May I turn to another point very briefly, the question of loyalty? Have you ever had occasion to question the right of management? Have you publicly questioned the right of management to manage the Corporation, to do with you as they please?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: Within legal limits?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: The following question occurred to me as you were speaking to us this afternoon: Were you ever informed, orally or in writing, by your immediate supervisor, who I gather is Mr. Leiterman, that your performance was unsatisfactory in any way whatsoever?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: Were you ever informed by either Mr. Hoyt or Mr. Lefolii that your performance was unsatisfactory in any way whatsoever?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: Were you ever informed by Mr. Haggan that your performance was unsatisfactory?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: Were you ever informed by a gentleman whose name I cannot remember, who, I gather, was put in among the "Seven Days" équipe, as you call it in French, in order to watch over "Seven Days"? Is it Mr. Gauntlett?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: Were you ever, at any time, informed either orally or in writing, prior to April 15, that your performance was in any way unsatisfactory?

Mr. LAPIERRE: I was never informed by Mr. Leiterman that he thought that my performance was unsatisfactory.

Mr. LEWIS: Were there times when he suggested to you that you could do something better than you have done?

Mr. LAPIERRE: He suggested to me during the last election campaign when we issued an invitation to party leaders to come, that the management of the L.B.C. did not wish me to interview politicians.

● (8:45 p.m.)

Mr. LEWIS: And you did not do it, I gather?

Mr. LAPIERRE: I did it because we fought the battle within the unit and were successful.

An hon. MEMBER: Now you are being interviewed by politicians!

Mr. LEWIS: Management agreed that you should do the interviewing?

Mr. LAPIERRE: They first of all suggested that I should not do the interviewing and then the people on "Seven Days" took a strong line and we were successful in being allowed to interview politicians on the "Hot Seat".

Mr. LEWIS: Let me be very clear, in view of some questions that you were asked: When you did interview that was not in violation of any order from the top management?

Mr. LAPIERRE: No.

Mr. LEWIS: But in agreement with top management?

Mr. LAPIERRE: Yes.

Mr. LEWIS: Top management permitted you to do it?

Mr. LAPIERRE: Yes, it acquiesced.

(Translation)

Mr. PRUD'HOMME: Since the authorities gave you permission to be interviewed, don't you think that your difficulties may have started from that very moment, even if such permission was given?

Mr. LAPIERRE: Probably, yes.

Mr. PRUD'HOMME: It is perhaps here that you may be able to see whether there has been the start of a conflict between—

Mr. LAPIERRE: I do not know, Mr. Prud'homme, if it is the beginning, but it is possibly the beginning. You see, it could not have been the beginning before October 1965, because in May 1965 the C.B.C. asked me to go on a tour across the country in order to sell to their affiliated stations, that is, affiliated to the C.B.C., certain programs which are coming back next year. I have not been able to undertake that tour, on account of my responsibilities towards McGill University. I have been asked to represent the Division of public affairs in the West, if I remember well. And so, I must have been *persona gratissima* at the time. It is only later that I perhaps became *persona non gratissima*. However, I do not know; I cannot tell exactly when all this started.

Mr. LEWIS: You have already replied to a question.

(English)

That is the question I was going to ask. Would you tell us whether at any time prior to the fall of last year you were recognized particularly by the corporation. You told us of your being asked to go across Canada to do certain things for the corporation. Did you have any other evidence of appreciation of your work by the corporation?



Mr. LAPIERRE: Not by the top management; but I was led to believe by Mr. Leiterman and Mr. Watson that my hosting and interviewing on "Seven Days" was more than adequate for their purposes.

Mr. LEWIS: And no one told you otherwise until—

Mr. LAPIERRE: No one told me until April 15, 1966.

(Translation)

Mr. PRUD'HOMME: Is the management of the C.B.C. in the habit or not of thus congratulating somebody?

Mr. LAPIERRE: I do not know whether they are in the habit of doing so, but sometimes it does one good to be congratulated.

Mr. PRUD'HOMME: I would believe so. Do you think it has already been done in other cases?

Mr. LAPIERRE: I do not know.

Mr. LEWIS: Perhaps it creates difficulties.

(English)

Perhaps it would be a good thing if the management told performers occasionally that they appreciated their work.

(Translation)

Mr. PRUD'HOMME: You understand what I mean. I shall explain in case you do not understand. I also wanted to say that the difficulties of the "management", if I may use that term, are sometimes rather great. Understanding on both sides may bring about understanding.

Mr. LEWIS: Agreed.

(English)

If they do it at the right time and in the right way.

Mr. MACKASEY: I would like to have some clarification of one of Mr. Lewis's questions. The question implied that Mr. LaPierre had been asked by management to go across Canada.

Mr. LAPIERRE: Mr. Reeves Haggan called me one day and asked me if, since they were on the way to selling to their affiliates the new program the following year, if I would go out west, if I remember rightly, and I said I could not go because of my responsibilities at McGill.

(Translation)

Mr. GRÉGOIRE: I should like to ask another question. Coming back to the first series of questions, where it has been possible to determine your responsibility for interviews and texts, would it be fair to think that if the management felt compelled to break your contract, then it should have broken that of your production director instead of yours? For it is he who assumed that responsibility.

Mr. LAPIERRE: If the CBC is suggesting that "Seven Days" is not the kind of program that management wants, then it is the responsibility of the

C.B.C. not to dismiss the "emcees" of that program, but rather those who are directly responsible, that is, the producers, because they are the ones who make decisions with regard to the themes which must go on the air.

(English)

Mr. LEWIS: Perhaps we can clarify even a little more the question that my hon. friend, Mr. Grégoire, asked you. I read in one of the documents tabled by Mr. Watson a supplementary contract between him and the corporation, which appointed him executive producer of the program "Document," and in that contract I read the following:

The extra services required of you in this capacity beyond those already provided for in your producers contract are as follows:

- (a) General planning for program series in consultation with the supervisor of special programs, public affairs and other network program specials.
- (b) Responsibility for the selection of scripts and principal artists.
- (c) Supervision and co-ordination of the work of producers, directors and other staff in the series, including the establishment of terms of reference for the series and for each program, and ensuring their adequate execution.
- (d) The maintenance of budgetary control for the series as a whole as delegated.

This would not apply to you. What you are saying is that it was the supervisor who carried out the first three obligations I have read, namely the executive producer—rather than the supervisor—who had the responsibility for the content of the program, and not the performers, not the host.

Mr. LAPIERRE: That is true.

Mr. GRÉGOIRE: And this would be jointly with Mr. Watson.

Mr. LEWIS: No; in this case it would be Mr. Leiterman.

Mr. GRÉGOIRE: The letter is written to Mr. Watson.

Mr. LEWIS: This is for "Document". I understand that "Document" appeared once every four programs?

Mr. LAPIERRE: Yes, roughly that.

Mr. LEWIS: And, indeed, Mr. Watson was executive producer with Mr. Leiterman? There were joint executive producers?

Mr. LAPIERRE: In the first season they were joint executive producers.

Mr. LEWIS: And then for the next season Mr. Watson became host, in 1965-66?

Mr. LAPIERRE: Right.

Mr. LEWIS: And as I understand it—Mr. Grégoire was not here—Mr. Leiterman was the executive producer and there were two producers, Messrs. Hoyt and Lefolli?

Mr. LAPIERRE: Yes.

Mr. LEWIS: I am going back to the time you were engaged. I gather it was through the program "Inquiry?"

Mr. LAPIERRE: Yes.

Mr. LEWIS: And who told you you were engaged? Who told you you were hired?

Mr. LAPIERRE: Mr. Patrick Watson came to my office at McGill late in the afternoon and asked if I would like to host "Inquiry."

We then began a series of negotiations on the terms of the contract and the fee, et cetera, and once we agreed that all these were mutually acceptable when the contract was put through and I began on "Inquiry."

Mr. LEWIS: And Mr. Watson was executive producer of "Inquiry"?

Mr. LAPIERRE: Yes.

Mr. LEWIS: Mr. Leiterman was not in the picture at all?

Mr. LAPIERRE: No.

Mr. LEWIS: Then, "Inquiry," ended and "Seven Days" began?

Mr. LAPIERRE: Yes.

Mr. LEWIS: And at that point you were asked again to join "Seven Days"?

Mr. LAPIERRE: Yes.

Mr. LEWIS: And who did that?

Mr. LAPIERRE: Mr. Watson and Mr. Leiterman both conducted negotiations, at mostly Mr. Watson.

Mr. LEWIS: Did you at any time negotiate a contract with anyone above Mr. Leiterman?

Mr. LAPIERRE: No.

Mr. LEWIS: Did Mr. Haggan speak to you about it?

Mr. LAPIERRE: No.

Mr. LEWIS: And then the contract was produced and signed by Mr. Haggan on behalf of the corporation?

Mr. LAPIERRE: Those forms of contract were sent to me, if I remember correctly—and I am sorry to have to introduce another name—by Mr. Bailey who is the supervisor of talent, I think, or something of that kind. Mr. Bailey sent me, purely as a sort of mailman, the contract, which I then signed before witnesses and returned.

An hon. MEMBER: The term we use here is a conduit pipe.

Mr. MACDONALD (Prince): Is this contract that has been filed before us here, between you and "Seven Days", the usual form of contract that is drawn up for the host of a public affairs program?

Mr. LAPIERRE: I do not know that. I know that it did not look the same as the first contract I had with "Seven Days" because other clauses were added to it. The first contract with "Seven Days" had a whole series of clauses which were added, which deleted the form of contract that is used; in the case of the second one, since there were more matters pertaining to my work at McGill, we decided to draft an original contract.

Mr. MACDONALD (*Prince*): Who is "we" in this case?

Mr. LAPIERRE: Mr. Leiterman and myself. I was in correspondence with Mr. Leiterman on this matter and talked with him.

Mr. MACDONALD (*Prince*): In spite of the fact that you have said the responsibility for the program was the responsibility of the producer, a good deal of the contract relates to a statement that you had to be in agreement with what was said.

Mr. LAPIERRE: Yes.

Mr. MACDONALD (*Prince*): And if there was to be said anything which was not in agreement with your own feelings you could not be required to say these things?

Mr. LAPIERRE: Yes.

Mr. MACDONALD (*Prince*): Is that a normal thing which is drawn up in regard to—

Mr. LAPIERRE: Mr. Watson has suggested in earlier testimony that his contract also stipulates that.

Mr. BASFORD: I think we should put on record the clauses that Mr. MacDonald has referred to, because I may want to ask some questions about them. They are clauses No. 9 and No. 10 of the contract, page two. Paragraph No. 9 reads:

9. It is understood that texts read by Mr. Laurier LaPierre on the air should meet with his approval. In the event of a difference of opinion between Laurier Lapierre and the producer, the matter shall be arbitrated by the executive producer whose decision shall be final. Laurier LaPierre may, however, decline to read contested material on the air.

Clause No. 10 reads as follows:

10. There shall be full consultation between Laurier LaPierre and the producer on the editing of interview material involving Mr. LaPierre. Full weight shall be given to Mr. LaPierre's counsel, however final decision shall rest with the executive producer.

I may want to come back and ask some questions, and I thought that these should go into the record, because I think it shows that there was some responsibility on Mr. LaPierre's part.

Mr. LEWIS: I wanted to read those and my friend has saved me that trouble.

Mr. LaPierre, will you look at Clause No. 9 first? Can you tell us whether Clause No. 9 had ever to be applied, that you can remember. That is, was there



ever a difference of opinion between you and the producer, which, I suppose, would mean either Mr. Lefolli or Mr. Hoyt in the last year?

Mr. LAPIERRE: I cannot think of any instance where I had to be very formal about it. There were instances where I would object to words which I was not able to pronounce, or because there were too many "h's" in a row, or I could not make sense of them, and in such a situation I would send a note up to the conference room and say "Look, I cannot say this," and consequently it was very quickly done and we changed the words. In the case of the material which I read on the air I do not think I ever had—if my memory serves me correctly—to be formal about it.

Mr. LEWIS: Mr. LaPierre, Clause No. 9 does not deal with the kind of difference you have just mentioned. It obviously deals with a difference of opinion on the content.

Mr. LAPIERRE: Yes.

Mr. LEWIS: You have never had to apply it in the sense that you have had difficulty with your producer and you had to go to the executive producer?

Mr. LAPIERRE: Not that I can remember.

Mr. LEWIS: Well, have you had occasion to use the last sentence in Clause No. 9, namely, that you have declined to read contested material on the air.

Mr. LAPIERRE: No.

Mr. LEWIS: Then, we can go to Clause No. 10. Was there ever any difficulty between yourself and your producers with respect to the editing of interview material?

Mr. LAPIERRE: I have complained a couple of times about some of the editing, on the ground—and I cannot remember the examples, but they were on minor points—that I thought, perhaps, the edited version did not bring in all the salient facts which had been brought out in the interview, and I have been told in discussion that there have been technical problems involved which caused this.

● (9:00 p.m.)

Mr. LEWIS: But, it never was an issue between you and the executive producer, I gather?

Mr. LAPIERRE: No, except in so far as it contributed to the difficulties; it was an irritation at the moment.

Mr. LEWIS: Did you yourself ever have occasion to express disagreement or disapproval of any part or parts of "Seven Days"?

Mr. LAPIERRE: Yes, I have done so publicly.

Mr. LEWIS: Could you give us some examples?

Mr. LAPIERRE: I have not objected to certain particular segments of "Seven Days" but I objected publicly last winter and said that I felt that "Seven Days" was beginning to think that the neighbour's grass was greener, and that had we dealt with ombudsman problems more than other matters it would be an improvement. I felt, having learned how to present opinions, having

learned the techniques of presentation and having provoked them to a large degree, there was a tendency to become more involved in the techniques of presentation than in the presentation of the ideas concerned; also, I was a little disturbed by the very fact that I felt that the talent I had to give to "Seven Days", with the interest having shifted, was not being used properly. However, we have since entered into a very long dialogue, which was in February, I believe, and you will admit that I have been satisfied since then.

Mr. LEWIS: You said that you expressed this publicly. Where publicly did you express this disagreement?

Mr. LAPIERRE: I expressed it in an article which appear in *Maclean's* magazine on "Seven Days".

Mr. LEWIS: When?

Mr. LAPIERRE: It must have appeared in February, sir.

Mr. LEWIS: And, would not that be a criticism of Mr. Leiterman, Mr. Hoyt and Mr. Lefolli rather than anyone else?

Mr. LAPIERRE: It would be criticism in a sense but in "Seven Days" there were no sacred cows.

Mr. LEWIS: But, to the extent it was critical of what appeared on "Seven Days" it would not be criticism of top management.

Mr. LAPIERRE: It would be criticism of "Seven Days" itself.

Mr. LEWIS: It would be criticism of the producing team, would it not?

Mr. LAPIERRE: Yes.

Mr. LEWIS: And, this team would be headed by Mr. Leiterman?

Mr. LAPIERRE: Yes.

Mr. LEWIS: Did Mr. Leiterman or someone else under him threaten you in this respect?

Mr. LAPIERRE: No, sir, but Mr. Leiterman was disturbed.

Mr. LEWIS: And did he tell you so?

Mr. LAPIERRE: Yes, he told me so.

Mr. LEWIS: I have one last point which may give rise to one or two short questions. Who told you that your contract was not to be renewed?

Mr. LAPIERRE: Mr. Leiterman.

Mr. LEWIS: On April 15?

Mr. LAPIERRE: Yes.

Mr. LEWIS: Mr. Watson never mentioned his conversation on April 6?

Mr. LAPIERRE: No, sir.

Mr. LEWIS: All the time between April 6 and April 15?

Mr. LAPIERRE: No, sir, and I will give him hell the first chance I have.

Mr. LEWIS: And, what did Mr. Leiterman report to you?

Mr. LAPIERRE: He reported to me that he had been informed that my contract would not be renewed for the next season on the grounds of disloyalty to top management and that I had allowed my own views to appear in "Seven Days".

Mr. LEWIS: Did Mr. Leiterman indicate to you whether any discussion had taken place between him and top management on that point, or do you know?

Mr. LAPIERRE: I do not know that, sir.

Mr. LEWIS: Did he indicate to you whether he approved of the decision?

Mr. LAPIERRE: He indicated to me he did not approve of the decision of top management and that, in fact, he wanted to enter into negotiations with me to renew my contract for the next year.

Mr. MACDONALD (*Prince*): Generally speaking, were your relations with Mr. Leiterman good; did you have a good rapport with him during that time?

Mr. LAPIERRE: Extremely. "Seven Days" generates its own; it is the type of operation which allows for tremendous amount of personal involvement and relationship, and it also allows for a tremendous amount of criticism and such things.

Mr. MACDONALD (*Prince*): Because you have raised this I would like to follow along that line and ask you what would the relationship have been, good or otherwise, with other programming units that were in proximity to "Seven Days"?

Mr. LAPIERRE: I do not know since I am only there on Sundays and just during the course of the week for interviews.

Mr. MACDONALD (*Prince*): You have no knowledge of what other personnel in the C.B.C. think about "Seven Days"?

Mr. LAPIERRE: No sir.

Mr. BASFORD: You have no idea what Norman DePoe thought of it?

Mr. LAPIERRE: No, sir.

Mr. FAIRWEATHER: I hear the expression "top management" used quite frequently; in your opinion, who is top management?

Mr. LAPIERRE: You mean top management to me?

Mr. FAIRWEATHER: Yes, who do they represent? How many people are represented in the phrase "top management"?

Mr. LAPIERRE: I would think that the people who live here in Ottawa are top management to me. Mr. Reeves Haggan is not top management to me, nor is Mr. Gauntlett; I meet them almost every Sunday. But, top management would be the people who occupy the spheres of general management, vice presidents and the president.

Mr. FAIRWEATHER: You have never met the president?

Mr. LAPIERRE: No, sir.

Mr. FAIRWEATHER: Have you met any other members of the so-called top management?

Mr. LAPIERRE: I had the honour of meeting Mr. Walker when the C.B.C. presented its documentation to defend itself against the Fowler Committee Report in the Chateau Laurier. I was in transit from somewhere and was about to enter a limousine when Mr. Walker arrived and I was introduced to him. I merely shook hands and then took the car to the airport.

(Translation)

Mr. PRUDHOMME: I had the honour of? What do you mean by that?

Mr. LAPIERRE: I am trying to be polite. That is not difficult either.

(English)

Mr. FAIRWEATHER: The statement issued by the president and board of directors the other day mentioned ethics and standards of the corporation. Did anyone in top management ever try to interpret what this splendid phrase means?

M. LAPIERRE: To me?

Mr. FAIRWEATHER: Yes.

Mr. LAPIERRE: No, sir.

Mr. FAIRWEATHER: What do you think it means? I think the phrase used was "ethics and standards to be observed by the C.B.C. in broadcasting". Could you tell me what, in your opinion, that means?

Mr. PETERS: Don't kick the sacred cow.

Mr. LAPIERRE: I do not know what it means, nor do I know whether or not these are set out in written records. But, I do know that none of my superiors at any time ever have criticized me for being impolite, discourteous or having harangued. So far as professional ethics are concerned no one has questioned them with regard to any persons I have dealt with on television.

Mr. FAIRWEATHER: Do you think that C.B.C. ethics are any different from any other ethics?

Mr. LAPIERRE: I hope they are not.

Mr. FAIRWEATHER: Mr. Watson gave an interesting answer with regard to something that has interested me, namely, unity—and I do not mean this in the national sense of the word unity or the way it is used—when he said that your program is a vote for unity because of the social aspects with which you are concerned. Could you expand on this suggestion?

Mr. LAPIERRE: So far as I am concerned, I think that "Seven Days" best work is done really when it attempts to take an individual who, for some reason or another, was not getting a fair share of life and who was either mistreated or being persecuted for some reason or another; and in the process of attempting to unravel his case and attempting to establish normalcy of procedure the result was that many Canadians across the country were very much concerned with this kind of item. An example of this would be



the adoption of Asiatic and Negro children; also, treatment in the full that was afforded last year to a person who had been in charge of Indians and did some work in conjunction with them. Items of that kind are the ones which I feel "Seven Days" did very well, and these received a great deal of attention across the country.

Mr. FAIRWEATHER: In other words, you yourself were looked upon as a sort of ombudsman?

Mr. LAPIERRE: Well, people have used that phrase in depicting the work which "Seven Days" was doing on this matter, yes.

Mr. FAIRWEATHER: I have been trying to interpret what Mr. McLuhan meant, and I think I am becoming clear on it now. Did he not say that the medium is the message, and are not you and Mr. Watson ombudsmen in this connection?

Mr. LAPIERRE: Yes, I think so. I think one could say that is the way the cookie crumbles on television; you embody or personify a point of view.

Mr. FAIRWEATHER: Do you find this an awesome responsibility?

Mr. LAPIERRE: Yes, I find it most disturbing; I find it a responsibility in attempting to elicit a consensus of growing impressions which will elicit consensus for action and this is a great, great responsibility. I was suggesting to someone the other day, when I discovered a loyalty in people for "Seven Days", that I was most grateful I was not personally involved in decisions with regard to putting what and what on the air.

Mr. FAIRWEATHER: I recognize and pay tribute to this loyalty. It is loyalty to you but is it not loyalty to something else, something you are trying to do?

Mr. LAPIERRE: Yes, and I think it is loyalty to an experiment. And, as the lady suggested the other day on the radio, she felt when she watched "Seven Days" that she was part of the conversation that has been going on and is going on, and that she picked up from where we left off and carried on in her own milieu. It seems to me that "Seven Days" has contributed to the experiment of our being alive and I think our viewers, even those who do not share and agree in totality with what "Seven Days" is doing, nevertheless, had a feeling they were part of an experiment and that they were able to identify or to commit themselves, which seems to have filled a void that had not been filled before.

Mr. WOOLLIAMS: I was listening to Mr. Watson yesterday when he dealt with the Glassco Report on broadcasting. Are you familiar that this report and do you know it was very critical of the C.B.C., particularly management?

Mr. LAPIERRE: Yes.

Mr. WOOLLIAMS: I am inclined to think you would agree with some of it. You mentioned the question of the C.B.C. getting a greater share of the commercial side of broadcasting; that there has not been the proper communication or connection and feeling between management and yourselves, and that brought about the cancellation of your program or, at least, the failure to renew your contract.

Mr. LAPIERRE: Do you mean do I think the lines of communications were blurred?

Mr. WOOLLIAMS: Yes.

Mr. LAPIERRE: Yes.

Mr. WOOLLIAMS: Do you go along with the conclusions which the Glassco Report made with regard to criticism of management, or do you recall that?

Mr. LAPIERRE: Are you speaking of the Glassco or the Fowler reports?

Mr. WOOLLIAMS: I am talking about the Fowler Report, which Mr. Watson referred to.

Mr. LAPIERRE: No; I am sorry, sir, but I am not aware of the Glassco Report.

Mr. WOOLLIAMS: Well, in the Glassco Report it does deal, without going into detail, with the fact that there are two corporations set up in Canada one is the Bank of Canada and the other is the Canadian Broadcasting Corporation and, they are unique because they have statutory independence but, they have not the difficulty with the Bank of Canada that they have had with management of the C.B.C. I am just repeating what the report says. One of the conclusions they came to was that the C.B.C., in spite of its many praiseworthy accomplishments, has failed to develop positive goals. That is really what Mr. Watson was saying.

Mr. LAPIERRE: I do not know whether that is exactly what he was saying but I have a great feeling, sir, that no one seems to be too sure what they want the C.B.C. to do, and that disturbs me. I do not know whether it is a question that Parliament has never had the job of broadcasting or whether because management has been too busy managing a tremendous network, it has been difficult to arrive at goals. I find it odd that in 1966 Canadians should claim so much ignorance of each other as they do. I find it disturbing when our national communications system has not made it possible for us to live with and understand each other better. So, we are going through a crisis of national unity.

Mr. MACDONALD (*Prince*): Mr. Chairman, I have a supplementary.

Mr. WOOLLIAMS: Mr. MacDonald, I have only a few questions left. If you have supplementaries you can put them when I am finished. I am reverting to the point I was about to make: you feel that management itself has failed to give direction to producers on the type of program which you, Mr. Watson and Mr. Leiterman were producing.

Mr. LAPIERRE: I do not know whether there exist written documents but the only thing I can say, as an outsider to the C.B.C., is I have a feeling that the directives and the goals are not present.

Mr. WOOLLIAMS: Then, when you were pressed by, I believe, Mr. Grégoire why your contract was not renewed you said you felt it was because the C.B.C. wanted to get a greater commercial portion of this; in other words, putting it in plain English, they were going to endeavour to raise more of their revenue from advertisers.

Mr. LAPIERRE: I would not want that to be misunderstood. I was asked to say what I thought, since the other reasons were not acceptable, and I stated I apparently had no proof of that, that it was merely an impression I had gathered, but there must be something else than what has been stated and, consequently, that is the limit and the tenor of my remarks, which perhaps I should not have made.

Mr. WOOLLIAMS: Both of you have said that your program is very popular and I know that some members of this Committee will agree with you. Do you feel that this program, when it was so controversial—and, I think it was, although I am not being critical—could have been sold as a product to commercial concerns so far as advertisers are concerned.

Mr. LAPIERRE: I do not know but I doubt whether they would have bought it.

Mr. WOOLLIAMS: And, as you know, the C.B.C. is set up as a statutory independent body which is partly, if not wholly, financed by the taxpayers and is an independent network.

Mr. LAPIERRE: Well, I would like to suggest, sir, that I think it would be immensely odd that news and public affairs on a public system should be sponsored by a commercial firm.

Mr. WOOLLIAMS: But I think you would agree with me that news is sponsored by commercial concerns on independent radio and television, and on the C.B.C. as well.

Mr. LAPIERRE: I am not aware that it is sponsored on the C.B.C. that way.

Mr. WOOLLIAMS: Well, it may not be news but some of the programs which concern public affairs are sponsored by advertisers. As you say, that may not apply in the case of the C.B.C. But reverting other independent networks to sponsor programs by raising their revenue from advertisers.

Mr. LAPIERRE: Yes, and I think that the Fowler Committee has allotted a large portion of its report to the dangers and difficulties involved in that kind of sponsoring.

Mr. WOOLLIAMS: Well, I do not believe that this body will ever be able to decide that question; maybe some around this table believe they can. Did you sign a contract similar to what Mr. Watson signed, called an exclusive services contract, with the C.B.C.?

Mr. LAPIERRE: No, sir; the only contract I served was the one that has been abled and I am not aware that the word "exclusive" was in it.

Mr. WOOLLIAMS: Mr. Watson's contract reads "exclusive services contract" and, in clause 7 it states:

It is understood that the television exclusivite granted to the corporation by Laurier LaPierre in this contract will not affect any appearance by him on the corporation's French network.

But, you also had a letter dated September 2, 1965, which is in the form of contract.



Mr. LAPIERRE: I am sorry, it was not called that; but, my contract is exclusive to the English network but does not affect any appearance by me on the French network.

Mr. WOOLLIAMS: In other words—I might take a look at that—you did not sign one like Mr. Watson?

Mr. LAPIERRE: No, sir.

Mr. WOOLLIAMS: I think probably your and Mr. Watson's contracts are different. I will draw an analogy between yours and his in reference to the termination of the contract, because that seems to be an important issue here. In paragraph 13 of Mr. Watson's contract—I did not have this document yesterday and this is what I was driving at—it is said:

13. It is agreed that this agreement may be terminated:  
(a) by either party without cause by giving ninety (90) days' notice in writing to the other party directed by registered mail.

In your contract, particularly when we are dealing with "Seven Days" I think it is worded a little differently. It is said:

In consideration—

I am not interested in that amount of money.

—per occasion you agree to provide your services as permanent program personality—interviewer on the program series "This Hour Has Seven Days" on 36 occasions but not less than 21 occasions to be produced between October 3, 1965, and May 29, 1966.

I will pause here. When you signed that contract, you were quite well aware that there would be that many appearances, on 36 occasions but not less than 21. Is that right?

Mr. LAPIERRE: Yes, sir.

Mr. WOOLLIAMS: And once that product had been completed you realize that your contract with the C.B.C., as far as this program was concerned would terminate?

Mr. LAPIERRE: Yes, sir.

Mr. WOOLLIAMS: Have you done these 36 performances or not less than 21 up to date?

Mr. LAPIERRE: No, sir, the season ends on May 8.

Mr. WOOLLIAMS: The 29th of May, actually. When they said they would not renew your contract they meant that you could continue to complete the terms and conditions of the contract as far as Clause 1 is concerned; that is the product itself, and when that was finished, you were through with that particular contract.

Mr. LAPIERRE: I was through with that particular program.

Mr. WOOLLIAMS: I call it "a product". It is a product that is sold in a commercial way, although it may not be on the C.B.C. because it is financed by the taxpayers. But the point I am coming to is briefly this, when you



sign that contract, you were well aware that when you had completed those performances and completed them by May 29—Mr. Lewis, did you want to ask some questions?

Mr. LEWIS: No.

Mr. WOOLLIAMS: All right, then. When that contract was completed on May 29, 1966, you knew that that contract had come to an end.

Mr. LAPIERRE: Yes, sir.

Mr. WOOLLIAMS: And you realized that at the time of the signing of that contract?

Mr. LAPIERRE: Yes, sir.

Mr. WOOLLIAMS: And unless the Corporation came to you and said "We would like to renew this contract. We would like to have that product, or other performances than the 36 or 21 named in Clause 1" that that particular program was at an end?

Mr. LAPIERRE: Yes, sir.

Mr. WOOLLIAMS: I take it from what both you and Mr. Watson have said that you are of the opinion—and I think a lot of people share the same opinion with you, or at least they ought to—that this is a very popular program.

Mr. LAPIERRE: Yes, sir.

Mr. WOOLLIAMS: If you had an offer from an independent television group, would you be prepared to work for them and work under their management?

Mr. LAPIERRE: No, sir.

Mr. WOOLLIAMS: Why not?

Mr. LAPIERRE: Because I believe that broadcasting should be a publicly owned means of communication.

Mr. WOOLLIAMS: And do most of the personnel of that program share the same philosophy with you?

Mr. LAPIERRE: I do not know, but when I joined the staff of the program it was on the understanding that if the "Seven Days" was ever sponsored, the contract would be terminated.

Mr. WOOLLIAMS: Are you still an employee of the C.B.C.?

Mr. LAPIERRE: Yes, sir, on a part time basis.

Mr. WOOLLIAMS: Are you prepared to continue with the CBC, an independent corporation set up by statute and therefore a publicly owned corporation?

Mr. LAPIERRE: If I am invited by the producer to participate in a program in terms that I consider to be adequate for me, then by all means.

Mr. WOOLLIAMS: And even if they should drop This Hour Has Seven Days, if you got into another program in which you felt you could be of service—it might be a public affairs program or one of a similar nature—would you be prepared to continue with the C.B.C.?

Mr. LAPIERRE: Yes, sir.

Mr. WOOLLIAMS: But otherwise you are prepared to leave the employment of the C.B.C.?

Mr. LAPIERRE: I suspect the choice is not really mine to make. Management has said my contract is not to be renewed on "Seven Days", and the reasons which were given suggest that no other producer will hire me either.

Mr. WOOLLIAMS: Did they make that very clear?

Mr. LAPIERRE: I suspect there will be very few producers who will be prepared to hire somebody as host or interviewer of whom management has said that he lacks loyalty to management and he allows his own opinions to show on the air. Since this is a criticism of the top management, it becomes a directive, in a sense, since it is a directive to Mr. Leiterman. I do not see how any producer, unless he is prepared to enter into a battle which many endanger his program, would wish to hire me.

Mr. WOOLLIAMS: There is one other interesting feature which I think differentiates your situation from that of Mr. Watson. You brought out earlier in your evidence today, the fact that you are a member of a union.

Mr. LAPIERRE: Yes, of ACTRA.

Mr. WOOLLIAMS: How many unions would there be in the C.B.C.? Is that a union of the workers or of such as yourself?

Mr. LAPIERRE: It is a union of the Association of Canadian Radio and Television Artists, to which hosts and interviewers belong.

Mr. WOOLLIAMS: I am very interested in this question. Have they ever had any success in the past in negotiating similar problems, I do not mean exactly identical, but similar difficulties that may have arisen in the past between the C.B.C. and their employees who are producers or hosts of a program, similar in nature to the one we have been discussing today?

Mr. LAPIERRE: I was told by Mr. Henry Comer that he thinks—but on will have to ask Mr. Comer—that the nature of the reasons stated and the difficulty of by-passing the normal process of engagement is a precedent, as far as he is concerned. To be fair to Mr. Comer, he said that that was as far as he was aware.

Mr. LEWIS: I do not think producers are members of that union.

Mr. WOOLLIAMS: Do you think that the fact that you have come before this parliamentary Committee to give evidence has jeopardized negotiation of a proper deal by your union, which is the function of such a union? I have done some work with unions in that regard, and I wonder if this has jeopardized the success of proper negotiations by your union with the C.B.C. as far as your problem is concerned.

Mr. LAPIERRE: It has not been stated so personally to me. When I spoke to Mr. Comer about my appearance before this Committee, he voiced no disagreement whatsoever about this matter. The remark was even made that my case adds a dimension to the problem at hand and that, consequently,

becomes very important for them in the resumption of their negotiation for collective agreements which are due to begin at the end of this week. There may be certain aspects of the agreements which may have to be tightened up.

Mr. WOOLLIAMS: How many people are engaged in this program This Hour Has Seven Days?

Mr. LAPIERRE: I am told that there are 40 people; that includes secretaries, script assistants, and so forth.

Mr. WOOLLIAMS: How many people, of the 40, would belong to the union?

Mr. LAPIERRE: I do not know. I only know that, so far as those who appear on the air are concerned, there is Mr. Zolf, Mr. Troyer, and myself who belong to ACTRA, and a permit is given to Mr. Watson.

Mr. WOOLLIAMS: Has there ever been any suggestion—if you do not care to answer this question do not do so, please—that the employees who do not belong to a union, in an organization like the C.B.C., do not belong to a collective group where they can work out their problems between labour and management in a free enterprise—

Mr. LAPIERRE: I believe everybody should be unionized, including producers.

Mr. GRÉGOIRE: And members of Parliament.

Mr. LAPIERRE: They are already a union.

Mr. WOOLLIAMS: I wonder if you could give us a little help as a union employee. When members of the C.B.C. do not belong to a union, what medium do they have to negotiate their problems? Assume you have not come before his committee and this problem had not come before Parliament, what medium would you have, as workers in the C.B.C., to negotiate and work out our problems with management, as can employees of the C.N.R. who are unionized?

Mr. LAPIERRE: I would think that the difficulties of the producers in establishing the norms, and so on and so forth, which they are now in the process of establishing, would suggest the difficulties that one would encounter outside of the very definite and official structure of a union.

Mr. WOOLLIAMS: I will ask you one last question. Glasco, in his criticism of his report—I have not fully studied Fowler's report—emphasized that the management of the C.B.C. is so top heavy that no one really knows to whom an employee, a producer or one who might be classified as an independent contractor is responsible. I think it would be of benefit to the people employed by the C.B.C.—I think this is important and I want to bring it to your attention. Mr. Peters, please do not interrupt. When you put your questions to the witness this afternoon I was listening to your questions and I mentioned to the Chairman that I thought he should give you a very careful and clear hearing. Now, to come back to my question—

Mr. PETERS: I am glad you advised the Chairman of it, because I did not realize he had got that kind of information.



Mr. WOOLLIAMS: To come back to the question, do you feel that management is so top heavy that the employees and producers, and other personnel in the C.B.C., do not know to whom they are really responsible?

Mr. LAPIERRE: I cannot answer that, sir, because I am not always part of that group, I am not always present there. All I can say is that there seems to be a feeling of uncertainty. However, I have not experienced this since I knew who my immediate superiors were; they were the people with whom I communicated, and that was all.

Mr. WOOLLIAMS: What would you say in reference to your own dispute was most frustrating about management, or what was your problem with management? What do you say in that regard, as far as your failure to get the contract renewed was concerned?

Mr. LAPIERRE: The most frustrating thing, as far as I was concerned, was that the line of communication seemed to have been plugged, and the line of authority seems to have been bypassed. I found it disturbing that the producers should be ordered not to hire somebody. I find that the right not to hire somebody implies also the right to fire somebody, and it may also imply the right of governing ideas. I wondered about the integrity of the artistic creativity. I was also disturbed by the very fact, especially after Tuesday night, that I was hurt in my reputation as a person and as an interviewer when I thought I was of some repute; that all this should be dismissed by a man whom I have never met and to whom I have never addressed a single word. He said of me: "He is a very charming fellow. He could host 'Take Thirty'." It merely demonstrated the naivety of Mr. Ouimet. If I do have some charm, just imagine what would happen if you turned me out on the women in this country!

Mr. MACDONALD (*Prince*): Might I ask a question arising out of a question which Mr. Woolliams raised? Mr. LaPierre, you implied that the C.B.C. was missing a great deal of opportunity, particularly through the medium of television, in terms of what it could do to unify the country and deal with some of the more difficult problems we face. What did you have in mind when you gave that kind of an answer? Can you elaborate on it?

Mr. LAPIERRE: I have the feeling, sir, that we are living in 1966 and we have been engrossed in an immense national monologue. I felt that perhaps the time had come to change the monologue into a dialogue. Travelling across the country, I felt that the ignorance of the English speaking Canadians about my province was immensely disturbing, and it was only matched by the ignorance of the French-Canadian towards English speaking Canada. I was disturbed by that. I came to the conclusion that the means "par excellence" to bring about a dialogue, to bring about a confrontation, to bring about a meaningful exchange of ideas, opinions and impressions, was the C.B.C. Consequently, I have concluded that the C.B.C. has, in a sense, failed to put Canadians into communication with each other because in 1966 they are asking questions which they should have been able to answer at least some time ago. Sometimes I am not even aware that the questions are ever raised at a



Mr. MACDONALD (*Prince*): Surely the assumption of the function of television, since the late '40s, was that it has been primarily a passive medium, that it is, in a way, a monologue. Are you saying that television is altogether different?

Mr. LAPIERRE: I would suggest "Seven Days" has demonstrated that perhaps it is completely different from that.

Mr. BASFORD: I want to return to something for the record, so we can get later. When you were talking about why you thought your contract was not being renewed, you mentioned the future developments of the commercial policy of the C.B.C., and you made reference to some words that you had seen in a memorandum prepared by the public affairs department. Could you identify that memorandum?

Mr. LAPIERRE: When I asked that I be given a definite statement of the difficulties between myself and the administration, I was given the request that was issued by the public affairs department to the president, and that phrase appeared there.

Mr. BASFORD: What is the date of this memorandum?

Mr. LAPIERRE: April 14, 1966.

Mr. GRÉGOIRE: Have you got a copy of this memorandum?

Mr. LAPIERRE: Yes, sir.

Mr. GRÉGOIRE: Can we table it?

Mr. LAPIERRE: No, sir.

Mr. FAIRWEATHER: That was the memorandum which Mr. Haggan presented.

Mr. LAPIERRE: I have referred to it for no reason other than that I wanted to definitely demonstrate that at least there was some record which was clear.

Mr. BASFORD: Was that Mr. Haggan's memorandum you were referring to?

Mr. LAPIERRE: Yes, sir.

Mr. BASFORD: You were not referring to any other memorandum? Did this contract which you have individually negotiated fit your particular circumstance?

Mr. LAPIERRE: Yes.

Mr. BASFORD: Why were Clauses 9 and 10 put in?

Mr. LAPIERRE: In order to protect me from having to say something on the air which would be in circumvention of Article VIII of my contract.

Mr. BASFORD: Those are not usual clauses that would apply to a news anchor?

Mr. LAPIERRE: I do not know, sir, but when I was sent a draft of the first contract in 1964, these words were not there.

Mr. BASFORD: As I said earlier, you have been using your responsibility. When you say you were not responsible for the content, you were saying it

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

April 25, 1966

P. O. Box 500,  
Terminal "A",  
Toronto, Ontario.  
October 12, 1965.

Mr. K. Patrick Watson,  
18 Glengrove Avenue West,  
Toronto 12, Ontario.

Dear Mr. Watson:

This will confirm our agreement that you shall undertake the duties and responsibilities of Executive Producer of the program series "Document", effective June 15, 1965, until the expiry of your present Producer contract, on June 14, 1966.

The extra services required of you in this capacity beyond those already provided for in your Producer contract, are as follows:

- (a) General planning for program series in consultation with the Supervisor of Special Programs, Public Affairs and other Network Program Officers.
- (b) Responsibility for the selection of scripts and principal artists.
- (c) Supervision over and co-ordination of the work of Producers, Directors and other staff in this series, including the establishment of terms of reference for the series and for each program, and ensuring their adequate execution.
- (d) Maintenance of budgetary control for the program series as a whole as delegated.

In the carrying out of these duties, you will be responsible to the Supervisor of Special Programs, Public Affairs, in all matters of policy, program content, operations, administration, production and scheduling which pertain to this series.

In consideration for the services set out above, you will in addition to your regular contract salary, be paid a fee of \_\_\_\_\_ per annum, payable monthly effective June 15, 1965 until June 14, 1966.

In addition to the foregoing, you shall undertake the duties and responsibilities as Host of the program series "This Hour Has Seven Days", and for these services, will be paid the sum of \_\_\_\_\_ per occasion for the thirty-five (35) occasions planned; except you will not be paid for any occasion when your services are not required, but only on thirty (30) days notice from the Corporation.

Further, it is agreed and understood that on all occasions when you are called upon to provide services covered by the CBC/ACTRA Collective Agreement for Performers in Television during the term of this agreement, the Corporation shall pay directly to ACTRA the required work permit fee covering our services within ACTRA jurisdiction.

Would you be good enough to signify your acceptance of these terms and conditions.

Accepted by

PATRICK WATSON

For Canadian Broadcasting Corporation

Dated this 14th Day of October, 1965.

H. W. GAUNTLETT

Supervisor of Special Programs,  
Public Affairs.

It is this aspect that has made it necessary for me to embark with my colleagues on making sure that at least we are able to arrive at a climate of opinion where this kind of thing may never happen again.

I do not delude myself that we will have management rescind this, really, and I am not seeking to fire Mr. Ouimet in any way. The only thing I am attempting to do is, perhaps, to suggest that there must be someone who has the responsibility to see to it that the danger of arbitrary decision and a blacklist and so on and so forth, and the diminishing of the potential of creativity are not permitted.

This is the reason why I have entered the fight.

The CHAIRMAN: Mr. Prud'homme?

(Translation)

Mr. PRUD'HOMME: Mr. LaPierre. A question on what you have just said.

Mr. LAPIERRE: I beg your pardon?

Mr. PRUD'HOMME: A question on what you have just said. When were you held responsible for the "content"? I understand you have been held responsible for things about which you deny any responsibility. Of course, if you used to read only what had been written, you cannot be held responsible for it. But have you been held responsible for it and do you consider it to be for that reason that you have been expelled?

Mr. LAPIERRE: Mr. Prud'homme, when words such as "sleaziness, lack of ethic, lack of responsibility, lack of objectivity in the program" have been used by the C.B.C.'s chairman—

(English)

And he fired the two persons who personify it, whom he holds responsible for that, whether one likes it or not.

If the program is so bad, he should fire those responsible for it and those who lend their services. If the program is bad, then the decision to fire it is not mine.

The problem at the moment is that "Seven Days" is being accused of all kinds of things by the president of the corporation and by the declaration of the board of directors. The two people who are being fired, whose contracts are not being renewed—

(Translation)

There is a slight difference of meaning.

Mr. PRUD'HOMME: There is a difference of meaning, but a pretty important one, you may be right. Let's take it—

(English)

Mr. LAPIERRE: The two whose contracts are not being renewed are the ones who, in essence, are said to be the personification of the evil that is involved in "Seven Days" and, consequently, we are associated in this whether we like it or not.



(Translation)

Mr. PRUD'HOMME: As you may know, from the outset I didn't think your case was the same as Mr. Watson's.

Mr. LAPIERRE: In the Watson case, there are two cases.

Mr. PRUD'HOMME: That's it. I don't want you to repeat: "Both of us were fired". Don't you think that C.B.C. should have referred to clause 12 of your contract if they intended really to dispense with your services? This would have been the most elegant solution. We may use, if you like, the word "hypocritical". I have't any objection.

Mr. LAPIERRE: You should try to convince me that the (top management of CBC has signed this contract).

Mr. PRUD'HOMME: It will be known eventually. Only one more question.

(English)

Mr. SHERMAN: Presumably, Mr. LaPierre, you would have felt the same way—and I hope I can ask this question without being accused of being irrelevant—whether you were host of "Seven Days" or not, as a political science professor, as a history professor, as a Canadian.

Mr. LAPIERRE: I would have been one of the first to have signed for the committee to save "Seven Days" and the integrity of the C.B.C.

Mr. SHERMAN: Is the English network of the C.B.C. television broadcasting firm backward, or prejudiced in any way, in using French-speaking Canadian talent as performers, in your view?

Mr. LAPIERRE: In my case the answer must be No; and I have no proof to suggest that it is any other way, sir.

Mr. SHERMAN: Well, the reason I asked the question is that I think that you have, if I may say so without embarrassing you in any respect, contributed a great deal, in the two years you have been on the show, to the English-French dialogue in Canada. I think that if you and I were on the same political program we would probably not agree; but from the point of view of Canadianism I strongly endorse what you have done in bringing the French view and Gallic charm into the eastern and western English-speaking households.

In your opinion can the "Seven Days" situation be saved?

Mr. LAPIERRE: I think that even if it were possible to have the management of C.B.C. to start at a point prior to April 6, or April 15, the public controversy around "Seven Days" would make life immensely difficult for those who make the program next year, with the result that I think its vitality and its sense of commitment—I think, perhaps, in that sense its vitality has been sapped magically. You cannot come out of a crisis like this next year and begin the program again with Watson and Leiterman and LaPierre—everybody there—with the eyes of the country riveted on what you do. The possibilities of either being careful or being extreme will be so great that they may very well rip the whole machinery apart.

Mr. SHERMAN: If it were possible to sit down, without compromising C.B.C. management, and discuss the future, would it be your opinion that you could sit down and reach an accommodation?

Mr. LAPIERRE: I would, sir, have absolutely no hesitation, and I would go even further and say that I am quite prepared to be the casualty as a member of "Seven Days". I do not say that to be anything extraordinary under the sun but what is important is the continuation of this experiment, and I would have no hesitation even if I were going to be the casualty. However, if I am to be the casualty, then there are a lot of people who have to apologize.

Mr. SHERMAN: May I ask you to change the direction of the questioning? You said, Mr. LaPierre, that last winter you began to feel that on "Seven Days" the impression was being given that the neighbour's grass was greener, if I am quoting you correctly. If I am not quoting you correctly will you please tell me and would you elaborate on what you meant by this? Do you mean that there were directors, there were impression-makers behind "Seven Days"—who felt that the United States had more to offer than Canada had?

Mr. LAPIERRE: I do not know in that way, but what I would like to say is that I have the feeling that we were abandoning the ombudsman aspect of "Seven Days", and this disturbed me, because I felt that this was one of the most important functions of "Seven Days"; and that we were into another course, you know. That is what disturbed me. This is why I am saying that the grass of the neighbour is greener, because I think we all have this kind of feeling that this is a pretty dull country; and I think this is disastrous for the country. Consequently, I wanted a re-assessment.

I have always felt that basically "Seven Days" tended to be parochial because it did not have enough money to go across the country, which it should have been doing more extensively, for the type of thing it wanted to talk about. I think you will find, looking at the entire record, that this is the real problem.

Mr. SHERMAN: Did you ever have any occasion to feel that your view or concept and your hopes and dreams for Canada differed from those of the executives?

Mr. LAPIERRE: No, that had not come into my mind. Perhaps it was I who tended to be parochial.

Mr. SHERMAN: What sort of audience did you feel you were appealing to?

Mr. LAPIERRE: I felt that we were appealing to a cross current of the country, and I felt very strongly that we were not appealing to what people call "La masse"—that is a dreadful word; I felt that we were appealing to men and women right across the country of different language and education and so on, and this is what it should be.

I would like to say that I never felt, as an academic person, that I was prostituting myself in any way by being on "Seven Days".

Mr. SHERMAN: Thank you very much.

The CHAIRMAN: Mr. Brand?

Mr. GRÉGOIRE: Mr. Chairman, it is now almost ten o'clock. What time are we supposed to terminate the meeting?

The CHAIRMAN: Ten o'clock. Would you prefer to start tomorrow?

Mr. BASFORD: I was wondering if we might be able to finish in a few minutes with this witness?

The CHAIRMAN: There are five people on the list with questions, and this by no means exclusive. There might be a number of others.

We have decided to sit tomorrow morning at 9.30, which means that we would make a much longer inquiry.

Mr. BRAND: I would be happy to delay my questioning until tomorrow morning at 9.30, on the understanding that I will be putting my questions at 9.30.

Mr. GRÉGOIRE: We have just received the card which indicates that we are sitting tomorrow at 9.30, 3.30 and 8 o'clock. Could we change the 3.30 sitting until after Orders of the Day?

The CHAIRMAN: That is understood. The meeting is adjourned.

## APPENDIX "1"

CBC Information Services,  
1500 Bronson Avenue,  
Ottawa, Ontario.

*Saturday, April 23, 1966, for immediate release*

OTTAWA—At a meeting in Halifax this week, the Board of Directors of the Canadian Broadcasting Corporation reviewed and confirmed the decisions of Management with regard to the program "This Hour Has Seven Days".

At the same time it observed that there had been a serious breakdown in formal communication between Management and the producer of Seven Days. Accordingly, the Board directed that steps be taken, at whatever level necessary, to ensure effective communication between Management and producers.

One of the principal concerns which the Board shares with Management is that of the ethics and standards to be observed by the CBC in broadcasting especially in the area of Public Affairs. These standards are an essential part of the Corporation's program policies, and program personnel are expected to adhere to them.

The Board asked that every effort be made to continue the improvement of the program, Seven Days. It recognizes that this production is lively and provocative and has attracted a large following. The people involved in the program are hardworking and dedicated. A serious shortcoming of the program, however, has been its frequent departures from established Corporation policy.

The Board stated that, although no question can be raised concerning the right of Management to manage, Management should continue to do so in such a way that the creative drive and artistic abilities of producers and performers are given the widest scope consistent with corporate program policies. The Board noted that a number of CBC producers have stated that they already enjoy greater freedom than exists in any similar organization.

The Board expressed regret that the unprecedented campaign of protest was colored by widely-publicised statements attributed to certain of the employees involved.

Finally, the Board stated the belief that the direct intervention of the Parliamentary Committee regarding a managerial decision has made more difficult its task and that of Management.



## APPENDIX "2"

## EXCLUSIVE SERVICES CONTRACT

The Canadian Broadcasting Corporation (hereinafter called "the Corporation") hereby agrees to engage you in the capacity of a Television Producer for a fixed period as follows:

Period Contracted for: 12 months.

Beginning June 15th, 1965

Ending June 14th, 1966

Salary \$ ——— per annum.

Your salary shall be subject to income tax deductions and, with prior notification, such other deductions as may be applicable from time to time during the period of this contract.

1. It is understood that your services shall include the creation and production of television programs, live or recorded, sustaining or commercial at such places and times as may from time to time be scheduled by the Corporation; and also other functions and duties associated with or related to Corporation program production. Without limiting the generality of the foregoing, these services shall include creation and production of television programs to be broadcast simultaneously or otherwise over television and other transmission media.

2. Where production credits are included in a program you shall receive an audio or video credit for such production functions as you perform provided that the Corporation shall not be required to give more than one credit per hour.

3. In the performance of your duties under this contract you shall not accept payment, bonus, gratuity or salary from any persons other than the Corporation. It is understood that the Corporation may, depending on the circumstances of a particular case, permit you to furnish a service to a person other than the Corporation.

4. You agree to abide by the regulations, instructions and directions of the Corporation in force from time to time.

5. You hereby grant the Corporation the right to use your name, sobriquet, biography, recorded performance, picture, caricature, portrait, and likeness for information purposes or in connection with the advertising and publicizing of the programs produced by the Corporation.

6. It is also agreed and understood that all Property Rights in Copyright or any other substantive right may arise with respect to live or recorded television productions produced by you under this contract or in the production of which you participate shall vest in the Corporation; and without limiting the generality of this clause that you shall not have or acquire any right, title or interest of any nature whatsoever in any such production.

(Outline of terms and conditions continued on reverse.)

Would you be good enough to signify your acceptance of the Corporation's Engagement under the terms and conditions outlined herein by the endorsement and signature indicated below.

Yours faithfully,

H. W. GAUNTLETT  
For Canadian Broadcasting Corporation

Accepted by me at the City of Toronto in the Province of Ontario this 14th day of October, 1965 copy of which I have received.

K. PATRICK WATSON  
Television Producer

7. It is a condition of your agreement that at the date hereof and during the term of this contract you are in a condition of health sufficient to enable your performance of this engagement to the satisfaction of the Corporation and when required you agree to submit yourself for medical examination and chest x-ray for the purpose of determining that such is the case. The cost of such examination and x-ray will be borne by the Corporation.

8. While it is our joint intention that we should both arrange the performance of your duties for days off at the rate of at least one per week during the term of this agreement, you nonetheless agree to be available to perform services on any day of the week that the exigencies of scheduling should require.

9. Notwithstanding anything contained in this contract, you shall be entitled to leave with pay to be taken as assigned by the Corporation for vacation purposes at the rate of four (4) weeks per annum.

10. If during the term of this contract it has been impractical or impossible to grant you all the leave earned under Clause 9 hereof, the Corporation shall

- (a) If this agreement is not renewed, reimburse you in cash at this contract rate for all leave to your credit, or
- (b) In the event that a further contract of employment is concluded with you, give you the privilege of being reimbursed in cash for all or part of the said leave or give you the privilege of taking during your next contract period such leave which has not been reimbursed.

11. It is agreed that you will participate in and come under the terms of the Corporation's Group Insurance Plan during the period of your engagement with the Corporation, and you hereby authorize the Corporation to make the necessary deductions from your salary for this purpose.

12. If, in the performance of your duties, you should be assigned to travel you will be entitled to claim your travelling and related expenses in accordance with the travel regulations of the Corporation.

13. It is agreed that this agreement may be terminated:

- (a) By either party without cause by giving ninety (90) days' notice in writing to the other party directed by registered mail in your case to the undersigned in care of the Corporation's office where you are employed, and in the case of the Corporation to the last known address signified by you to it; and
- (b) Forthwith by the Corporation in the event that you should:
  - (i) Without permission engage in any employment or service with or without remuneration or gain outside of the service of the Corporation,
  - (ii) Accept payment, bonus or gratuity from any person other than the Corporation relating to your services under this contract, or
  - (iii) Conduct yourself in a manner such as may cause discredit to the Corporation.

14. A waiver on the part of the Corporation or by you relating to the strict performance of any covenant of this contract shall not of itself constitute waiver of any subsequent breach of such covenant or provision, or of any other covenant, provision or term of this contract.

15. In the event that you are ill you shall be entitled to sick leave against credits earned at the rate of one day for each completed month of service. In the event you are, at the expiration of your contract with the Corporation, continued in the employment of the Corporation under one or more subsequent contracts you will be entitled to carry forward on a cumulative basis any unexpired sick leave standing to your credit. At the expiration of this contract or any renewal thereof any unexpired sick leave shall forthwith lapse and will in no circumstances be compensated for in cash. In respect of any absence through illness extending beyond a period of three days, you will be required to furnish a medical certificate.

16. It is understood that representation, if any, with respect to renewal or extension of this contract will be made during the last quarter of this contract period. In the event that your services are required and that you are agreeable to performing them after the expiration of this contract and no further contract has been concluded, it is agreed that this contract will be extended from month to month subject to termination of thirty (30) days' notice by either party.

April 25, 1966

P. O. Box 500,  
Terminal "A",  
Toronto, Ontario.  
October 12, 1965Mr. K. Patrick Watson,  
18 Glengrove Avenue West,  
Toronto 12, Ontario.

Dear Mr. Watson:

This will confirm our agreement that you shall undertake the duties and responsibilities of Executive Producer of the program series "Document", effective June 15, 1965, until the expiry of your present Producer contract, on June 14, 1966.

The extra services required of you in this capacity beyond those already provided for in your Producer contract, are as follows:

- (a) General planning for program series in consultation with the Supervisor of Special Programs, Public Affairs and other Network Program Officers.
- (b) Responsibility for the selection of scripts and principal artists.
- (c) Supervision over and co-ordination of the work of Producers, Directors and other staff in this series, including the establishment of terms of reference for the series and for each program, and ensuring their adequate execution.
- (d) Maintenance of budgetary control for the program series as a whole as delegated.

In the carrying out of these duties, you will be responsible to the Supervisor of Special Programs, Public Affairs, in all matters of policy, program content, operations, administration, production and scheduling which pertain to this series.

In consideration for the services set out above, you will in addition to your regular contract salary, be paid a fee of \_\_\_\_\_ per annum, payable monthly effective June 15, 1965 until June 14, 1966.

In addition to the foregoing, you shall undertake the duties and responsibilities as Host of the program series "This Hour Has Seven Days", and for these services, will be paid the sum of \_\_\_\_\_ per occasion for the thirty-five (35) occasions planned; except you will not be paid for any occasion when your services are not required, but only on thirty (30) days notice from the Corporation.



Further, it is agreed and understood that on all occasions when you are called upon to provide services covered by the CBC/ACTRA Collective Agreement for Performers in Television during the term of this agreement, the Corporation shall pay directly to ACTRA the required work permit fee covering your services within ACTRA jurisdiction.

Would you be good enough to signify your acceptance of these terms and conditions.

Accepted by

K. PATRICK WATSON

For Canadian Broadcasting Corporation

Dated this 14th Day of October, 1965.

H. W. GAUNTLETT

Supervisor of Special Programs,  
Public Affairs.

## APPENDIX "3"

354 Jarvis Street  
Toronto, Ontario  
September 2, 1965

Mr. Laurier LaPierre,  
75 Chesterfield Avenue,  
Westmount, Montreal 6, P.Q.

Dear Mr. LaPierre:—

The Canadian Broadcasting Corporation through its Television News and Public Affairs Department wishes to engage your services in connection with its program series THIS HOUR HAS SEVEN DAYS upon the following terms and conditions.

1. In consideration per occasion you agree to provide your services a PERMANENT PROGRAM PERSONALITY/INTERVIEWER on the program series THIS HOUR HAS SEVEN DAYS on 36 occasions but not less than 2 occasions to be produced between October 3, 1965 and May 29, 1966. The Producer of the said series will advise you in advance of the exact dates, time and places at which each program in the series will be produced.

You agree that the fee stated above shall cover all services provided by you on show day.

2. The Corporation agrees to pay you a fee of per day or any portion of a day for interviews or other services performed by you on days other than studio day.

3. You further agree to undertake such travelling as may be required in connection with the said program for which the corporation will pay you per diem living allowance of to include hotels, meals and other incidental living expenses and shall pay you in addition for transportation expenses equal to economy air or first class rail fares. It is agreed and understood that you will be required to submit hotel receipts and air or rail ticket stubs or receipts to the corporation's Travel Department immediately following completion of travel assignments. It is further agreed that any travel arrangements and obligations on the part of the corporation with respect to them shall be subject to the approval of the Producer of the said program or his delegate.

4. You agree that you will assume full responsibility concerning Union affiliations and that those affiliations will meet the requirements of the Union or Unions with which the Canadian Broadcasting Corporation has a collective agreement for television performers.

5. Laurier LaPierre upon request shall be released from the stated service on October 17, 1965. It is understood that there will be no fee on this occasion.

6. The Corporation reserves the right to substitute a special presentation for any program and may exercise such right in each case by furnishing notice in writing to the performer at least 30 days in advance of such affected program.

gram. If a pre-emption does not take place as scheduled LAURIER LAPIERRE will provide his services if it is convenient to him and shall be paid a normal fee. If he does not provide his services on such an occasion he will not be paid. It is understood that if a pre-emption takes place without 30 days written notice LAURIER LAPIERRE shall receive his normal fee.

7. It is understood that the television exclusivity granted to the Corporation by LAURIER LAPIERRE in this contract will not affect any appearance by him on the Corporation's French network.

8. Nothing in the contract and any rider shall be construed to prejudice LAURIER LAPIERRE'S responsibilities as Assistant Associate Professor in the Department of History and Director of the French Canada Studies program at McGill University, Montreal.

9. It is understood that texts read by LAURIER LAPIERRE on the air should meet with his approval. In the event of a difference of opinion between LAURIER LAPIERRE and the Producer, the matter shall be arbitrated by the Executive Producer whose decision shall be final. LAURIER LAPIERRE may, however, decline to read contested material on the air.

10. There shall be full consultation between LAURIER LAPIERRE and the Producer on the editing of interview material involving Mr. LaPierre. Full eight shall be given to Mr. LaPierre's counsel, however, final decisions shall rest with the Executive Producer.

11. The personal appearance of LAURIER LAPIERRE for the purpose of promoting THIS HOUR HAS SEVEN DAYS will be subject to special negotiations.

12. It is understood that should the program THIS HOUR HAS SEVEN DAYS become commercially sponsored this contract will be automatically terminated. This clause would not apply in the case of a non-profit organization similar to the CBC.

13. The Corporation shall have the right during the term of this agreement and for sixty days after the final broadcast (or in the event of a repeat broadcasting by recording for a period of seven days prior to such repeat broadcast) to use the artist's name, photograph or other likeness, for the purpose of advertising and publicizing the program covered by this agreement.

14. It is understood that the Corporation is entitled to cancel this agreement and be relieved from liability to pay any amounts payable for services under such cancellation if the artist's public moral reputation should become affected as to make his public identification with the program disadvantageous to the program.

15. You grant the Corporation approval rights in any foreign TV or radio appearances as well as approval rights on any personal theatrical appearance in Canada or abroad during the life of this contract and extensions or renewals thereof pursuant to the terms thereof. Provided that upon receipt of a request for such approval the Corporation shall grant or refuse its approval

with reasons within seven days (or such shorter time as special circumstances may justify) from the receipt of the request. And approval will in no case be arbitrarily or unreasonably refused.

16. You grant the Corporation Canadian television exclusivity during the life of this contract and extensions or renewals thereof pursuant to the terms thereof.

17. You agree to attend such meetings as are required at which the program and development of the program series shall be discussed and you agree to follow the directions of the Producer insofar as these directions pertain to the role (as defined above) in the program.

18. The Corporation reserves the right on reasonable notice to the artist to alter the day and time of program transmission.

19. This contract may be cancelled by either party on 30 days written notice.

Your signature in the space provided below shall constitute your acceptance of the terms of this agreement and the conditions as outlined herein.

CANADIAN BROADCASTING  
CORPORATION

REEVES HAGGAN

Sep. 30

DATE .....

LAURIER LAPIERRE

ARTIST .....

WITNESS .....















OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

This edition contains the English deliberations  
and/or a translation into English of the French.

Copies and complete sets are available to the  
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Cost varies according to Committees.

LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE

ON

# BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 4

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TUESDAY, APRIL 26, 1966

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Main Estimates (1966-67) of the  
Canadian Broadcasting Corporation

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WITNESSES:

Mr. Laurier L. LaPierre, C.B.C. Television Interviewer, and  
Mr. Douglas Leiterman, C.B.C. Executive Producer.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin  
(*Charlevoix*),  
Mr. Béchar, d,  
Mr. Berger,  
Mr. Brand,  
Mr. Cowan,  
Mr. Dubé,  
Mr. Fairweather,

Mr. Grégoire,  
Mr. Hymmen,  
Mr. Johnston,  
Mr. Lewis,  
Mr. MacDonald (*Prince*),  
Mr. Mackasey,  
Mr. Mather,  
Mr. McCleave,

Mr. Nugent,  
Mr. Prud'homme,  
Mr. Richard,  
Mr. Sherman,  
Mr. Stafford,  
Mr. Stanbury,  
Mr. Trudeau,  
Mr. Woolliams—(25).

M. Slack,

*Clerk of the Committee.*

NOTE—Pagination in issue No. 3 folio 183 should read folio 193 up to a  
including last page which should be folio 202.



## MINUTES OF PROCEEDINGS

TUESDAY, April 26, 1966.

(8)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.50 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Brand, Cowan, Fairweather, Grégoire, Hymmen, Johnston, Lewis, Macdonald (*Prince*), Macasey, McCleave, Pelletier, Richard, Sherman, Stafford, Stanbury, Trudeau (18).

*Members also present:* Messrs. Allard, Badanai and Southam.

*In attendance:* Messrs. Laurier L. LaPierre, C.B.C. Television Interviewer; Douglas Leiterman, C.B.C. Executive Producer and Hugh Ward Gauntlett, C.B.C. Supervisor, Special Programs, Public Affairs.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Committee resumed its examination of Mr. LaPierre and he supplied additional information.

The examination of the witness being completed, the Chairman thanked him and he was permitted to retire.

The Committee recessed at 11.20 a.m. until 11.25 a.m.

The Chairman then called Mr. Leiterman and he made a statement relating to the main issues in the dispute with the C.B.C., namely, (1). Consultation with program department about program matters; (2). The protection of controversial programming; and (3). Development of program policy.

Mr. Leiterman was examined on his statement and he supplied additional information.

The Chairman read into the record a letter dated April 26, 1966, from Mr. G. Walker, Vice-President and General Manager of the C.B.C., relating to an understanding between the C.B.C. and the T.V. Producers' Association.

The examination of Mr. Leiterman still continuing, at 12.35 p.m., the committee adjourned until 3.30 p.m. this afternoon.

## AFTERNOON SITTING

(9)

The Committee resumed at 3.45 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Berger, Brand, Fairweather, Grégoire, Hymmen, Johnston, Lewis, MacDonald (*Prince*),

Mackasey, Mather, McCleave, Nugent, Pelletier, Prud'homme, Richard, Sherman, Stafford, Stanbury, Trudeau (21).

*Members also present:* Messrs. Chatterton, Faulkner, Langlois (*Mégantic*). O'Keefe, Peters and Régimbal.

*In attendance:* (same as at morning sitting with exception of Mr. Laurier LaPierre).

By leave, Mr. Leiterman made two corrections in his evidence of this morning's sitting. (*See Evidence*).

Mr. Leiterman reviewed aspects of C.B.C. Programming, Policy and Procedure and quoted from documents relating thereto. After discussion relating to the tabling of these documents, the Chairman later announced C.B.C. consent for their tabling.

The witness tabled a copy of his C.B.C. contract for the program series "This Hour Has Seven Days", which was ordered printed as an Appendix to the Minutes of Proceedings and Evidence of this day. (*See Appendix 4*).

Mr. Leiterman then tabled the following three documents which were ordered printed as Appendices to this day's Minutes of Proceedings and Evidence:

- (a) Document 65-6—Public Affairs Programming. (dated September 13, 1965) "The Host and Program Personalities" (*See Appendix 5*)
- (b) Document 66-2—"The Handling Of Satire" (dated January 3, 1966) (*See Appendix 6*)
- (c) Extract from Summary of Objectives (*See Appendix 7*)

The Committee recessed at 5.10 p.m. until 5.20 p.m.

The examination of Mr. Leiterman still continuing, at 6.00 p.m., the committee adjourned until 8.00 p.m. this evening.

#### EVENING SITTING (10)

The Committee resumed at 8.40 p.m. The Chairman, Mr. Gérard Pelletier presided.

*Members present:* Messrs. Basford, Béchar, Brand, Cowan, Fairweather, Hymmen, Johnston, MacDonald (*Prince*), Mackasey, Mather, McCleave, Pelletier, Prud'homme, Sherman, Trudeau (15).

*Members also present:* Messrs. Badanai, Gordon, Langlois (*Mégantic*). Macquarrie, Olson, Peters and Prittie.

*In attendance:* (same as afternoon sitting with addition of Mr. Reeve Haggan, General Supervisor, Public Affairs, C.B.C.).

Mr. Fairweather gave notice of the following proposal which was ordered to be referred to the Steering Subcommittee, namely,

That the Committee recommend to Parliament that it urge the Producers to avail themselves of the good offices offered by the Prime Minister to any party wishing to take advantage of it, so as to avoid the possibility of a withdrawal of their services.

Mr. Mather gave notice of the following proposal which was ordered to be referred to the Steering Subcommittee, namely,

That this Committee ask Parliament to recommend to C.B.C. Management and the Producers' Association, that they maintain the status quo, as far as this dispute is concerned, until the Committee has completed investigating this controversy.

The Committee resumed its examination of Mr. Leiterman and he supplied additional information relating to various phases of C.B.C. programming, policy and procedure.

The examination of the witness still continuing, at 9.55 p.m., the Committee adjourned until 3.30 p.m. on Wednesday, April 27.

M. Slack,  
*Clerk of the Committee.*





## EVIDENCE

TUESDAY April 26, 1966

(9:55 a.m.)

Mr. BRAND: Mr. LaPierre, I would like to refer to the contract that you have placed on the table for all of us. I think you will agree that there is nothing in this contract which points out, as it does in, say, Mr. Watson's contract, that you agree to abide by the regulations, instructions and directions of the Corporation in force from time to time.

Mr. LAURIER LAPIERRE (C.B.C.): I think there is a statement in article 17 in the contract which reads as follows:

You agree to attend such meetings as are required at which the program and development of the program series shall be discussed and you agree to follow the directions of the producer in so far as these directions pertain to the role (as defined above) in the program.

Mr. BRAND: This relates to the producer and not to management, as it does in Mr. Watson's contract.

Now, this rather incredible document which I have here and which comes from the C.B.C. information services, released Saturday, April 23, refers to the people in the program "Seven Days" as hard working and dedicated. Were these words used in describing you at the time it was suggested your contract would not be taken up again?

Mr. LAPIERRE: It was the first time anyone in top management said anything nice about me publicly.

Mr. WOOLLIAMS: The law of averages.

Mr. BRAND: This document—and I must return to something that Mr. Fairweather mentioned—in referring to the ethics and standards to be observed by the C.B.C. in broadcasting, especially in the area of public affairs, goes on to say:

These standards are an essential part of the Corporation's program policies, and program personnel are expected to adhere to them.

Did you indicate yesterday that you were not aware of what these program policies were. Is this correct?

Mr. LAPIERRE: If there is a written directive to that effect, sir, I have never seen it. However, I would suspect that the responsibility to see to it that I adhere to this kind of thing would be part of the producer's responsibility. I do not remember at any time being criticized for lacking ethics and whatever other expression is.

Mr. BRAND: I am just a little bit puzzled that you would be expected to adhere to the Corporation's program policies if you were not aware of what they were, particularly as it goes on later and says:

A serious shortcoming of the program, however, has been its frequent departures from established Corporation policy.

If there were an established Corporation policy, it would mean that certain guidelines were laid down.

Mr. LAPIERRE: I am not aware of them.

Mr. BRAND: You have not been made aware of them by anybody, either the producer or anyone from top management?

Mr. LAPIERRE: No one has criticized me for my lack of ethics or for breaking the rules and regulations of the C.B.C.

Mr. BRAND: That is all I want to ask you at the moment.

Mr. HYMMEN: Mr. LaPierre, I believe Mr. Woolliams asked you yesterday if, in your opinion, there would appear to be an overloading of top management. I believe you said you had no opinion in that connection.

Mr. LAPIERRE: Yes, sir.

Mr. HYMMEN: I have another related question. We have heard a lot about consultation, liaison, communication lines of authority being obscured and better understanding. In your opinion is the top management or the executive branch too remote from the general operation?

Mr. LAPIERRE: I can only say, from an impression which I have, that it would appear to be so, but I have no proof to back it. This is merely an impression from hearing other people talk about their problems over coffee, and other things.

Mr. HYMMEN: I have another question. This was referred to briefly yesterday. You said that you were a strong believer in the public ownership of broadcasting by radio and television. I think we all know there is another medium of communication—I suppose we can mention this in the broadcasting committee—and that is the press. They exercise a very strong influence on public opinion and they use that prerogative. They have a perfect right to do so because they are a private operation. Now, do you feel that, on a multi-sided issue—both you and Mr. Watson, for instance, mentioned the capital punishment issue in which you tried to show all sides—you have the right to make known viewpoint or express your opinion on a public operated program against other opinions? Do you feel you have the right to influence opinion in your own direction?

Mr. LAPIERRE: There are two aspects to your question: The first one is whether I have the right to express my own opinion. The answer is, yes, I do, provided I do not distort the other point of view which is opposite to mine. The other aspect of your question is whether I have the right to use "Seven Days" to push this point of view across. I think that "Seven Days" is bound to have an editorial content and that at certain moments, on certain issues, the scales may be loaded more in favour of one point of view than another. I think this is fair and I think it is proper. After all, you cannot expect a group of, let us say, 10 people, to prepare a program and not arrive, among themselves, at a consensus. However, it is the producer's and the executive producer's responsibility to see to it that the balance is maintained. As far as I am concerned personally, yes, I think I have the right, provided I do not distort the other point of view.

The business of capital punishment which, since it has been brought up must be borne in mind, is a good point. In one of the programs we did dealing with the aspect of capital punishment we put on the screen the picture of every man who had been condemned to be hanged, and we listed the crimes for which they had been condemned. We then had an interview with Mr. Wagner and an interview with Mr. Maloney. I suggest that the balance was more in favour of the retention of capital punishment in that particular program because we were aware that the Sunday before we had in some way, through the Truscott item perhaps, suggested the opposite. You must therefore look at the totality of the items which we did on the capital punishment issue. If my memory serves me right we did three of them, one in the 1964-65 season and two in the 1965-66 season, but that is something which should be confirmed by the executive producer who has a list of these items.

Therefore, in the final analysis, sir, a balance is being kept. If we had refused to put on the air any points of view which may mitigate or prevent the opposite point of view, we would have distorted the picture and have been irresponsible. For instance, the consensus in "Seven Days" might have been in favour of the abolition of capital punishment. But I do not think that in this case we were irresponsible.

Mr. STANBURY: Mr. LaPierre, in listening to your answers over the past day and a half I have been trying to gain an impression of whether or not you have been satisfied and happy about this program and your participation in it. I think your comments have tended to swing from indicating disillusionment with it to indicating great enthusiasm for it. Would you say that your impression of the program, your participation in it, prior to learning of the intended termination of your association, was one more of enchantment or disenchantment?

Mr. LAPIERRE: It was more one of enchantment. "Seven Days" is a weekly experience. The programs vary considerably in intent and in content, and the quality of the items presented vary considerably, so one cannot say that, throughout the 48 editions of "Seven Days", one can be satisfied with everything that has happened to it. However, on the whole, I think, in so far as "Seven Days" is a sort of meeting place, a sort of exchange of dialogue and a continuation of a conversation, that this is an enchanting experience. I would have preferred, as I suggested yesterday, that some of the items deal more with my own line of interest, but that is the way the cookie crumbles.

Mr. STANBURY: Were the circumstances of the production of the program and your part in it quite satisfactory to you prior to your learning of your dismissal?

Mr. LAPIERRE: On the whole they were. There were moments and times at which I have been critical, both publicly and privately, of my role in "Seven Days" and of what I thought of the direction in "Seven Days", but on the whole I have been satisfied.

Mr. STANBURY: Are you aware of a prominent Toronto entertainment columnist's statement that you have been telling the world all year that you are utterly dissatisfied with "Seven Days" and the nature of your appearance on the



Mr. LAPIERRE: As usual, Mr. Nathan Cohen cannot do his homework. As it was interpreted by Mr. Cohen it is false, and is generally in accordance with his views.

Mr. STANBURY: Is it your impression that you have experienced greater freedoms on this program than inhibitions?

Mr. LAPIERRE: Yes, sir.

Mr. STANBURY: So you are left with an over-all impression of having been given satisfactory freedom in the production of this program of your part in it?

Mr. LAPIERRE: In terms of my own part on the program I feel that, in most instance, I have been used well by the producers; that in some instances I have not and I have complained about those.

Mr. STANBURY: Aside from the legal niceties and philosophical considerations, if you were able to go back to a program being produced under the same circumstances as this program was produced during the current season, would this be acceptable to you?

Mr. LAPIERRE: I would make sure that the contract which now runs to four pages would run to several more pages because I think I have learned considerably about this "catastrophe" since April 15.

Mr. STANBURY: But going back to the period prior to April 15, had the C.B.C. not announced its disillusionment with you, you would not have felt any substantial disillusionment with it or the program "Seven Days". Is that correct?

Mr. LAPIERRE: After the dialogue between Mr. Leiterman and myself which took place in February I think we would have been able to iron out whatever difficulties were left, and there would have been no problem. Mr. Leiterman decided he wanted me back, and that would have to be asked of him.

Mr. STANBURY: And even now, after what has happened, if you were able to go back to that kind of situation, would this be quite satisfactory to you? I am speaking of the situation that pertained prior to April 15.

Mr. LAPIERRE: Yes.

Mr. STANBURY: So that as far as you are concerned, you have no particular interest in the principles laid down by the producers which call for conditions apparently different from those that obtained prior to April 15?

Mr. LAPIERRE: I do, in so far as I believe that that position is right and must be right, because otherwise the program will not be able to be put on in the manner in which I think a program should be put on. In that context I am a party to the producers, but I am not a producer and therefore my relationship with the C.B.C. is different from theirs.

Mr. STANBURY: But trying to understand the circumstances under which you are happy to work in the C.B.C., I understood you to say that you would be quite happy to work under the same conditions that you were working under prior to April 15.



Mr. LAPIERRE: I would be happy to be doing so although I would want to solve other problems which occur every Sunday when I arrive at the studio. I would be happier if there was no feeling of frustration of the part of the people who make the program. As far as I am concerned, they make life relatively easy because they do not bring their problems to me and I do not have to solve them, but I have been watching them for the past two years.

Mr. STANBURY: The frustrations are not yours but those of the producers.

Mr. LAPIERRE: And I share them in so far as they are friends and close associates of mine.

Mr. LEWIS: Probably there is no job without some frustration anyway.

Mr. LAPIERRE: No, there is not, and I am probably one for them.

Mr. STANBURY: Then within the limitations of your own position in the program but with your experience on the program to guide you, is it your opinion that the three principles laid down by the producers would go a long way towards solving the problems that you have observed with the "Seven days" program?

Mr. LAPIERRE: Yes, sir.

Mr. STANBURY: And with any problems of expression within the C.B.C.?

Mr. LAPIERRE: I think that within the context of responsibility, as I suggested yesterday, it would make it more possible for there to exist an atmosphere of trust and confidence necessary for the producers and their associates to create and produce a program every Sunday night. I suggest that the producers may have not gone far enough, but that is their problem.

Mr. STANBURY: You do not import into your situation as a performer, I suppose, the suggestion that no dismissal or disciplinary transfer should take place without cause? You do not apply this to a performer as well as to a producer?

Mr. LAPIERRE: I think that a producer must be given the responsibility to act in accordance with the needs and demands of his program, and since he has the full responsibility of putting on a program which is going to be accepted, he is not going to scuttle it by being arbitrary in his decisions, unless he is an idiot and should not be there in the first place. For instance, I cannot see Douglas Sillerman disregarding and throwing aside a host whom he needs and whom the program demands because he might not like the way he scratches his head, or something like this. It seems to me he can solve that problem by saying "Look, don't scratch your bloody head", and that is all there is to it. I cannot foresee that. This is why the performer depends for his security and artistic integrity on the producer. As far as the performance is concerned, the producer and the director in the C.B.C.—they constitute practically the same body most of the time—are the most important people because they must be the guardians of the performer's artistic creativity and integrity. It is he who understands things not in terms of administration but in terms of integrity and creativity of his own program. If he is stupid enough to distort it, well, then he hurts himself much more than he hurts anybody else, but an artist or performer must tie his

security to the producer. This is why Mr. Watson's contract, which I understand is an ordinary contract, says that the producer is going to have the responsibility for script and personnel because that is within the tradition of the C.B.C. This is perfectly well understood, and this is why A.C.T.R.A. suggested that the normal process of engagement in the Corporation shall not be interfered with because that is the normal process of engagement.

Mr. GRÉGOIRE: Mr. Chairman, I have a supplementary question. Who decides what is the normal process of engagement, is it the union, the employee or the management?

(Translation)

Mr. LAPIERRE: No. It is a tradition that essentially, the normal procedure for the hiring of an artist, of a "performer" as they say, is primarily through the producer, who, according to the contracts, (and these are ordinary contracts although, I am told that they are actually universal contracts) chooses the scripts and the people taking part in his program.

Mr. GRÉGOIRE: Then it is only tradition that determines the procedure.

Mr. LAPIERRE: Yes, indeed. It is tradition, it is custom which is part of an "unwritten law", which is as much part of a constitution as is "the written law".

(English)

Mr. STANBURY: Is it your opinion that whoever makes the decision about performer—whether it is the producer or the executive producer—he simply decides the over-all effect of this performer's work without being able to identify any particular reason to the performer for his judgement? He simply does not carry out the producer's purposes in the program?

Mr. LAPIERRE: Yes.

Mr. STANBURY: So that the over-all effect is not what he wants?

Mr. LAPIERRE: I think that must be his responsibility.

Mr. STANBURY: It is open to the executive producer in this case. Your point is that it should not be open to higher management to make that judgment?

Mr. LAPIERRE: That is right.

Mr. STANBURY: But you are not suggesting that there be any principle applying to performers that they cannot be dismissed or disciplined without cause, in the same sense that the producers suggest that principle?

Mr. LAPIERRE: I think that for the performer who feels that he has not been very well treated there is always an actual steward on the premises and he can appeal to A.C.T.R.A. for a grievance.

Mr. STANBURY: There is a procedure to be followed and there is no such procedure with the producers because they are not members of A.C.T.R.A.

Mr. LAPIERRE: The tragedy of the producers is that they do not belong to a labour union, and the sooner they do the better off they will be.

An hon. MEMBER: Except in Quebec.

Mr. LAPIERRE: Except in Quebec.

Mr. STANBURY: Do the principles outlined by the producers tend to import into their situation the procedures that would be followed on behalf of a performer by his union?

Mr. LAPIERRE: Well, I think the procedure in the union is that in many cases A.C.T.R.A. has laid a formal grievance before the local Toronto management which, no doubt, will refer it to the national grievance committee in Ottawa; and then, if they do not come to an agreement, it will go to an arbitrator who has been stipulated in the contract of agreement.

Mr. STANBURY: This is apparently an attempt—

Mr. LAPIERRE: —to copy that procedure.

Mr. STANBURY: —to create parallel procedure?

Mr. LAPIERRE: Yes.

Mr. STANBURY: Just so that I get this perfectly clear, you are quite prepared to return to the same kind of "Seven Days" program as we have seen in the last few months under the same circumstances that obtained on that program during the current season?

Mr. LAPIERRE: If the producer could arrive at an agreement with top management and if Douglas Leiterman feels that he can put on the "Seven Days" that he has been putting on in spite of the frustrations and if he and I can iron out certain basic difficulties between us, the answer is yes.

Mr. STANBURY: Basic differences between whom?

Mr. LAPIERRE: Basic differences on the terms of my involvement in the show.

A lot of people have failed to understand that the crux of my problem is that I have a job as an associate professor at McGill and as director of the French-Canada Studies Program. I do not possess the mobility that other people possess in terms of participating in "Seven Days", and yet I am *emballé* in the lead of "Seven Days" and consequently a natural frustration exists; so that we could have to have a re-thinking about schedules and to have a re-thinking about my involvement in "Seven Days".

This is what I think is essentially the crux of the problem. We have got to create the conditions whereby it is possible for me to participate fully. I am not prepared just to sit on "Seven Days" and be a voice. This I am not prepared to accept, and I do not think Mr. Leiterman would want it, because he can have a much better voice than mine. So that there would have to be discussions in terms of my responsibility at McGill.

Mr. STANBURY: But those are technical difficulties?

Mr. LAPIERRE: Yes; they are not philosophical difficulties.

Mr. STANBURY: And they are not difficulties which would have prevented you from continuing with the program under the circumstances that obtained at April 15?



Mr. LAPIERRE: No; because I think we have ironed out a lot of them since my outburst in the press; and I made the outburst in the press because I do not believe that things can be carried on in the background—I have suffered too much from this kind of activity. To me, things must be done—

(Translation)

—in public, not behind the scenes.

(English)

Mr. STANBURY: And Nathan Cohen is all wrong?

Mr. LAPIERRE: Well, Mr. Nathan Cohen is so fond of himself he cannot understand anybody else. Well, perhaps it is not very nice of me to say that.

Mr. STANBURY: I was wondering if that was not the case with you.

Mr. LAPIERRE: I may be quite egotistical—at least I have got a conception of myself as a person—but I do not delude myself.

Mr. MACDONALD (*Prince*): You said that if a new contract were to be negotiated you would have to have at least two more pages. If you constructed this contract yourself what kind of additions would you have to make to it?

Mr. LAPIERRE: I intend to get a battery of lawyers who are going to make it incomprehensible to understand for anyone but themselves. I intend to go into very narrow details so that any repetition of April 15 will not take place and I will not be blamed for the air content and I will not be associated as being responsible for the “sleazy” items on “Seven Days”.

Mr. STANBURY: One would assume that you did not have a good lawyer the last time.

Mr. LAPIERRE: I had none.

Mr. MACDONALD (*Prince*): But judging from the terms of the contract do you not have a little responsibility for what has happened?

Mr. LAPIERRE: It would appear that it would have to be defined much more than it has been defined so that I will not have to live this experience again.

Mr. FAIRWEATHER: I have a supplementary question. You have told us that this re-negotiation of the contract would involve many more clauses to protect your rights and that you would be able to avoid responsibility for content. Yet a minute or two ago you said that some of your frustration was that you were voice and did not, because of your responsibilities at McGill, have a wide enough role in the program.

Mr. LAPIERRE: Well, I do not want to be blamed for the air content on “Seven Days” as I have been blamed now. I want to participate, and I want to participate in a way which, as I see it, is my responsibility; but I am not prepared to accept the responsibility because it is my decision or my ability to “bamboozle” Mr. Leiterman with regard to the item to be aired.

Mr. FAIRWEATHER: This is really just one of the points—well, I had better not say what I think about your evidence—but I am curious about this. You talk about the team and the enchantment you have with your participation, and



the next breath you want to dissociate yourself from responsibility. Are you part of the team, and, if so, have you not joint responsibility and is this not part of the enchantment with your joint responsibility?

Mr. LAPIERRE: Yes, I am part of a team and I am at least a party to some of the decisions which are made in that sense, but they are never final decisions, the contract says that the final decisions must always rest with the executive producer.

What I want to prevent happening is that management can dismiss hosts of the program because of the editorial content of the program which is aired. That is the principle I wish to avoid. I do not wish to evade the responsibility of participating in "Seven Days".

Mr. FAIRWEATHER: This is a management-employee relationship that you want to keep clear, not your relationship with the public.

Mr. LAPIERRE: No.

Mr. FAIRWEATHER: I see.

The CHAIRMAN: Mr. Johnston?

Mr. JOHNSTON: I will pass.

The CHAIRMAN: Mr. Trudeau?

*Translation)*

Mr. TRUDEAU: Mr. Chairman, it appears quite clear to me, from the contract at Mr. LaPierre has shown us yesterday, that there is no personal contractual relation allowing him to ask to be rehired. If he has rights, surely it is not under this contract. It is probably under the A.C.T.R.A., although it is not very far from the notes we were given yesterday, because Section 3301 mentions the hiring procedure and not the rehiring one. I do not know whether the distinction is important but Section 705 mentions the termination of an undertaking. I think that to understand the matter we shall need a copy of this A.C.T.R.A. contract and I suggest, Mr. Chairman, that we should be given a copy of the said contract, although I am not sure that we are empowered to decide what are Mr. LaPierre's contractual or union rights. As far as his contractual rights are concerned, he is free to place his case before the civil courts. With regard to his union rights, unless I am mistaken, a grievance procedure already exists and I do not believe that it is up to this Committee to settle the matter. Would the Chairman give us some instructions, not in regard to that question, but concerning the questions that we wish to ask Mr. LaPierre, so that we may get to the end of this matter. Would it not be possible for the members of the Committee to agree not to discuss union matters or contract matters and, according to the terms of reference to the Committee, if I understand them correctly, to try and understand what is meant by C.B.C. management, to find out whether the term management as applied in a regular industry should apply here, or whether there is not instead, as Mr. LaPierre has suggested yesterday, some creative process involving management and those who do creative work for management. My object here is mainly to prevent our wasting our time on legal questions over which we probably have no jurisdiction, Mr. Chairman.

The CHAIRMAN: As we know, up to now, there was some sort of implicit understanding between the members of the Committee to the effect that we were not reviewing a particular case in order to settle Mr. Watson's grievance or Mr. PaPierre's grievance but rather the general situation of which this incident is a symptom. On the other hand, as the Committee has been examining this incident and all facts relating to it, it was impossible and inadvisable to prevent members from asking questions on all aspects of the matter which, to their way of thinking, relate to the situation. That is the road that the Committee has travelled up to now and, considering that there has been evidence about the contract and that only one section of it is known to us and that in order to properly understand this contract we must have some knowledge of all its sections, I believe it would be in order that a motion be made for production of the contract so that the members may study it. Mr. LaPierre should be asked to table the contract if he has it with him.

Mr. TRUDEAU: We can do one of two things. Either the trade union contract is made available and we are going into the whole process of deciding how the grievance should be settled, or we can decide that we are not going to touch this ourselves.

We seem to be pursuing a line of questioning dealing with Mr. LaPierre's contractual rights. I am just wondering if we should put an end to this line of questioning. If we are going to talk about Mr. LaPierre's rights, then we should have the trade union contract, and we could spend days and weeks in discussing this problem; and this is unnecessary since there is bargaining procedure.

Mr. GRÉGOIRE: Mr. Chairman, I would agree with Mr. Trudeau that if the contract were tabled this might lead to endless discussion. On the other hand, do not think that all discussion of the section in question should be excluded, and the more so as it appears that Mr. LaPierre is about to finish—

Mr. TRUDEAU:—but that may be true with any other witness.

Mr. GRÉGOIRE: Yes, nevertheless that is one of the basic points as concerns the legality of the action taken by the C.B.C. management.

Mr. TRUDEAU: But, we are not concerned with the legality of the action. The question should be brought before the courts or before an arbitration board. The only thing that concerns us is what involves C.B.C. management—

Mr. GRÉGOIRE: So, in order to find out whether we are concerned or not, we could ask Mr. LaPierre if he intends to bring his case, the renewal of his contract, before the courts?

(English)

Mr. LEWIS: May I suggest—and this is not an objection to the question and the answer—that it seems to me that the point that was raised by Mr. Trudeau is relevant where a particular griever will take all the remedies open to him and lay the way down the line.

It was my understanding that the only reason for referring to the contract—at least in my mind—was to get from them whatever assistance is available.

to understand better the relationship between the various people and the top management.

Mr. TRUDEAU: But not the legal relationship.

Mr. LEWIS: The relationship within the context of the corporation.

I think Mr. Trudeau is entirely right, that we have no concern with the legal rights in a civil court. That is for the person with the grievance to pursue in the proper form, and I certainly think it would be entirely wrong for this committee to try to interpret the collective agreement between A.C.T.R.A. and the Corporation.

Now, the recourse to the collective agreement would provide not only for grievance procedure but for arbitration at the end of the procedure, if I remember correctly.

Therefore, Mr. Chairman, I would like to suggest that all questions which attempt to derive from the contract the relationship, the work and the function of the C.B.C. are obviously relevant.

Areas which concern the legal interpretation of documents are, to me, relevant. Where to draw the line, Mr. Chairman, is up to you. You are the arbiter here and not I.

The CHAIRMAN: There was a request for the tabling of the contract on the general principle that when you allow one clause of any agreement to be quoted before the Committee you have to allow to be tabled the other clauses which will further interpret the one tabled.

Mr. LaPierre has been using this clause repeatedly, so the clause was tabled and I do not think the Chair could refuse.

On the other hand, I feel that this exchange has been good, and if it is the consensus of the committee that we should go into the legal aspect and inquire, for example, whether Mr. LaPierre intends to go before a court, that is his business and an area entirely foreign to our concern in this Committee.

Mr. GRÉGOIRE: Maybe the legal angle is not of our jurisdiction, but as a whole, if we want to see what is going on, then we must have an opportunity of examining the legality of the actions of the C.B.C.

If Mr. LaPierre states that he is going to put this action before a court, then I am ready to accept the decision of that court; but if he is not going to put it before a court, then we will never have any decision or any conclusion concerning the legality of the C.B.C. in acting as it did.

Mr. TRUDEAU: But we are not supposed to have an opinion.

Mr. LEWIS: Why should we decide?

Mr. BASFORD: Surely we are examining the concept of broadcasting and its management and which is the best way for a public broadcasting system to be managed. We are not determining the individual rights of one person vis-à-vis at management.

An hon. MEMBER: Hear, hear.



Mr. BASFORD: There is a contract here—a very full and lengthy contract—which established those rights; and those rights which Mr. LaPierre has can be put into motion by his union and through grievance procedures.

We are examining the concept of broadcasting and its management; we are not here to determine individual rights; I think that the legal questions relative to the interpretation of the contract, in an effort to determine an individual's place in this whole concept of broadcasting; are really out of order, Mr. Chairman.

(Translation)

Mr. GRÉGOIRE: Mr. Chairman, the object of my question is not to determine Mr. LaPierre's specific case, but I ask it mainly within the framework of the action in general or of a general case, where such an incident may be repeated, I only wish to know, considering that we are dealing with the renewal of a contract and not with its termination, whether there will be a renewal or not. Then, it would be advisable for the Committee to adopt a motion, now or later, to determine the legality of the action taken by the C.B.C. and, for that reason, should Mr. LaPierre bring his case before the courts, it will not be an individual case but a matter of precedent, a judgment of the court on a specific case, not on his own case necessarily but on the general problem with which we are concerned.

The CHAIRMAN: I must admit, Mr. Grégoire, that your argument is not enough to convince me that I should accept the following question: "Do you intend to bring your case before the courts?" I do not believe that such a question is in order.

Mr. GRÉGOIRE: On what point—

The CHAIRMAN: On your—

Mr. GRÉGOIRE: But, if I should ask this question: "In order to establish a precedent for future cases which may be similar to yours, do you intend to bring your case before the courts?" Then, I believe, Mr. Chairman, that the question would be in order.

The CHAIRMAN: At any rate, the witness is entirely free to answer the question, but I do not believe that it is in order. To be generous, I shall let the witness answer the question if he so wishes, but he is absolutely free to refuse to answer.

Mr. LAPIERRE: No decision has been taken on that matter.

Mr. GRÉGOIRE: You do not know yet?

Mr. LAPIERRE: I do not know yet.

(English)

I would like to make a point which, I think, refers to what both Mr. Trudeau and Mr. Grégoire said. When you are talking about a member of A.C.T.R.A., a performer, you are never talking about re-engagement; you cannot talk about "Nouvellement de contrat". You can talk only about engagement.



(Translation)

—because every contract comes to an end, every contract runs out, and each new job has its own terms of reference. So, when you speak of performers, you cannot speak of hiring. I do not believe that that is the heart of the matter.

(English)

Mr. TRUDEAU: Mr. Chairman, on this point, I do not follow Mr. LaPierre's line of reference and, perhaps, this is proof that we should have the contract in front of us. It seems to me that 3301 could apply to a person who has not had a contractual relationship with the C.B.C. before, and that would explain why we have 701, which says the contract shall be in a form mutually acceptable to C.T.R.A. and the corporation. This would be the engagement of someone who is not been in A.C.T.R.A.; but, in a case like yours, it might be a re-engagement or something else.

Mr. LAPIERRE: I cannot argue that point; I am not a lawyer.

Mr. LEWIS: Mr. Chairman, if I may, perhaps, draw on my experience somewhat, I think you would be better served as a Committee if, instead of making this sort of legal interpretation, you would get some evidence as to how engagements normally are made in the entertainment world. I have done some work for A.C.T.R.A. and other unions and, I can tell you, Mr. Chairman, it is a normal thing for the performer to be engaged by someone other than his immediate employer. A jazz band may be playing at the Royal York hotel but the person who engages the members of that band will be the leader of the orchestra, even though the Royal York may pay for its services. A cast may play at the Royal Alex.; the owner of the show may be Mr. A, but the members of the cast will be engaged not by Mr. A, but by someone else. So, in this particular world the regular relationship of top management to those who are engaged is not referable or applicable, and this is why you have 3301 in the C.T.R.A. agreement. This is why you do not talk about re-engagement.

As I have said, I have some experience along these lines and, in my opinion, there is a continuing relationship despite the fact that the agreement terminates. I am not going to go into detail in this connection, but there is argument in the American jurisprudence along these lines.

I suggest that it would be more appropriate, if the Committee is interested, to have some evidence as to how in the entire entertainment world people are engaged, who engages them, and then the legal interpretation of it.

Mr. GRÉGOIRE: I think the interpretation, Mr. Chairman, given by Mr. Lewis is not completely correct. There is a distinction between the management of a group and the management of a sole performer. For example, if top management engages people for an opera, management hires a whole orchestra but each solo would be hired by top management and not by the leader of the orchestra. There is a distinction there. Mr. LaPierre is in that field as a soloist.

Mr. FAIRWEATHER: I do not care about groups or solos; we have lots of that in the House of Commons. But, Mr. LaPierre, you would not leave A.C.T.R.A.

just because your contract or your present period of engagement comes to an end. Suppose this problem did not come up at all and for some other reason you did not go back to "Seven Days" in 1967, you would not just drop out of A.C.T.R.A.?

Mr. LAPIERRE: Oh, no, I would continue my affiliation with A.C.T.R.A. because I think that it has protected me.

Mr. FAIRWEATHER: There would be other areas?

Mr. LAPIERRE: Yes.

The CHAIRMAN: Have you a supplementary, Mr. Brand?

Mr. BRAND: Yes. I was wondering whether, we should leave these legalistic matters in abeyance because I do not think they really are apropos of what we are trying to find out.

Mr. BASFORD: I agree, Mr. Chairman. Surely we should be examining the concepts of broadcasting. This committee is not here to write contracts either for A.C.T.R.A., the host, belly dancers, or anyone else; we are here to examine the operation of a public broadcasting system.

Mr. SHERMAN: Mr. Chairman, I think this is what Mr. Trudeau suggested about 15 minutes ago.

The CHAIRMAN: Would the committee be satisfied if the Chair guided itself by the principle that what we are interested in is the relationship and the respective places of the people in this incident toward management and management toward the people.

Some hon. MEMBERS: Hear, hear.

The CHAIRMAN: I will try to use that as a guideline.

Mr. McCLEAVE: Mr. LaPierre, in the letter to Mr. Wilcox there are two grounds set forth. In the third paragraph it says that it is A.C.T.R.A.'s understanding that, the reasons given by the corporation for failure to renew Mr. LaPierre's performance contract are as follows: Mr. LaPierre, are these the only two reasons of which you are aware? I am just trying to narrow it down.

Mr. LAPIERRE: I do not have a copy of that.

Mr. McCLEAVE: I will read it to you.

- (a) that Mr. LaPierre had expressed opinions critical of the C.B.C. outside of any performance engagements with the C.B.C., and
- (b) that Mr. LaPierre's personal opinions were evident on the program "This Hour Has Seven Days".

Mr. LAPIERRE: These were the reasons which were first given when the letter of April 18 was sent. As I say, these were the reasons that were given. And then, later, there was a letter dated April 22, 1966, from the executive of A.C.T.R.A. as well.

Mr. McCLEAVE: Mr. LaPierre, that letter does not set forth any further grounds.

Mr. LAPIERRE: No, sir, I do not think so, but it might depend how you interpret it. I think A.C.T.R.A. submitted in its original letter the two reasons, which had been stated for my not being engaged next year on this program, "This Hour has Seven Days": that Mr. LaPierre had expressed opinions critical of the C.B.C. outside of any performance engagements with the C.B.C., and that Mr. LaPierre's personal opinions were evident on the program "This Hour has Seven Days".

Mr. McCLEAVE: Do you suspect any other unwritten reasons for the non-renewal of the contract or do you think these two are the only ones for your non re-engagement.

Mr. LAPIERRE: These are the two which were given plus the one that was added on April 19, that I had wept.

Mr. McCLEAVE: That you had wept?

Mr. LAPIERRE: Yes.

Mr. McCLEAVE: Would that not come within (b), that your personal opinions were evident on the program?

Mr. LAPIERRE: If I might be so bold as to say, I always have been led to believe that there is a difference between an opinion and an emotion. I have been told that.

Mr. McCLEAVE: How great a factor was the fact that you lived in Montreal, worked in Montreal and the program was produced out of Toronto? To what extent did this enter your problem with "Seven Days"?

Mr. LAPIERRE: Well, I think it was quite considerable. I was not there, you know, when I was away performing other duties in Montreal. Even though it takes only one hour and 15 minutes by plane, it is still a problem.

Mr. McCLEAVE: Could that problem ever be resolved?

Mr. LAPIERRE: Well, I thought that we had attempted, to the best of our ability, to make an effort to solve it; in other words, the people of "Seven Days" knew my responsibilities at McGill and we were able, by and large, to arrange interviews to meet this responsibility. I think that in an urgent moment, for instance, when I went to Alabama to interview Leroy Wilkins, the decision had to be made quickly and this was frustration, in a sense, not only for me but also for the people who were concerned in the program.

Mr. McCLEAVE: Did you draw up the original contract with the C.B.C.—I am thinking of section 17, where it says that you agreed to attend such meetings as are required, at which the program and the development of the program series shall be discussed.

Mr. LAPIERRE: This was an automatic clause; it is like the one on morality which is entered in all contracts.

Mr. McCLEAVE: So, really, part of the problem or disagreement with certain sections of "Seven Days" was simply the frustration of not being right on hand at all times in the City of Toronto?



April 26, 1966

Mr. LAPIERRE: It was not possessing the mobility which would allow me to accept as much as I would have wanted to accept assignments given by the producers to me; also that I was not there more to make a point of view personally.

Mr. McCLEAVE: Did your producer ever complain about this lack?

Mr. LAPIERRE: I think it has been mentioned but I do not think he complained because he knew that this would have to be the arrangement when he hired me initially.

Mr. McCLEAVE: There was a segment of that program in which you appeared with a group of university students. Was this a paid performance for anyone? You appeared with this group of students in a group discussion which I understand was not arranged for "Seven Days" but was arranged at McGill University.

Mr. LAPIERRE: No, it was arranged for "Seven Days".

Mr. McCLEAVE: It was arranged for "Seven Days"?

Mr. LAPIERRE: Yes.

Mr. McCLEAVE: Were all the students as well as yourself paid for that appearance?

Mr. LAPIERRE: The students were not paid.

Mr. McCLEAVE: Were you paid extra or was that part of your regular work?

Mr. LAPIERRE: Part of my contract is to the effect that outside of Sundays I am paid an extra fee.

(Translation)

The CHAIRMAN: Mr. Allard.

Mr. ALLARD: Mr. LaPierre, if I understand correctly, you were host on the program?

Mr. LAPIERRE: Yes, sir.

Mr. ALLARD: Have you had in the past other jobs with the C.B.C. as producer, from this program?

Mr. LAPIERRE: Well, I have given commentaries on television and on radio on Viewpoint and Commentary, things like that, I have also been co-host with Alice Parizeau on two programs of the French network. They were the religious programs.

Mr. ALLARD: For how many years have you been taking part in C.B.C. programs?

Mr. LAPIERRE: Since the fall of 1963.

Mr. ALLARD: 1963. You see, Mr. LaPierre, you are being heard here this morning by the Committee; the other day, we had Mr. Watson, others will give



vidence. We shall hear witnesses from management, from production and from all branches of hosting. We are trying to understand, and so is the public, the relationship between management, production and hosting. Would it be advisable to ask you the following question, and please feel absolutely at ease, we are trying to understand, not to embarrass anyone. Since 1963, you have been taking part in certain programs, you have been in relation with producers and other people from management. How do you see the right or the responsibility of management? Could you explain briefly how you see this right of management to manage? To your way of thinking, are there limits or restrictions? Do you understand my question?

Mr. LAPIERRE: I believe that the limits of what Mr. Prud'homme has called management, that the right to manage ends exactly where decisions become arbitrary. So, in order to prevent this, structures, well-understood structures are essential; there must be channels of communication, channels of communication that are respected. So, in the case with which we are now concerned, I believe that those channels of communication, those channels of authority were not respected, with the result that I am worried about arbitrary decisions and I think that one has to protect oneself against the black list or what may be called no man's land where, in my opinion, Wilson, Southam and Ross MacLean now find themselves. Personally, I believe that the responsibility of the directors, of top management at C.B.C. is to give instructions and, through a delegation of power, to allow the producers to do their work, and their work is to produce programs for television within a framework of responsibility, within a framework of well-understood instructions. As host on a program, I am subordinate to the producers. According to contracts signed by the C.B.C. with its own producers, the producers have the right to choose the scripts and the performers. Those structures must be maintained, to my way of thinking. When they are not, the situation becomes dangerous. And arbitrary decisions, the black list, the no man's land, may happen.

Mr. ALLARD: As far as your program "Seven Days" is concerned, to your knowledge, no structures were established, no instructions were given?

Mr. LAPIERRE: To my knowledge, I personally did not receive any, but I do not believe that the responsibility lies with top management at C.B.C. to make known to me all its instructions. The producers are the ones who should do this.

Mr. ALLARD: Did the producer mention certain policy with regard to the format of your program?

Mr. LAPIERRE: Yes, I believe the producer mentioned responsibility, politeness, etc., as it was his duty to do, but, and this is important, he never criticized me for not following the C.B.C.'s instructions or what the Board of Directors of the C.B.C. has called ethics in their presentation.

Mr. ALLARD: Since you have been working for the C.B.C., in other circumstances or on other programs, have you had knowledge—

—directives which are discussed verbally during the creation of the programme.

Mr. LAPIERRE: Which are discussed between the producer and director. I do not know whether there are written communications between the producer and those above him.

Mr. ALLARD: Do you believe that it would be a good thing for the better understanding of everyone, of administration, of production, and of direction, that general rules of conduct, a code of ethic, be established indicating the role of management for instance, within the administration. Would you consider this useful and timely?

Mr. LAPIERRE: In so far as it is possible to define fairly general principles which will not destroy the climate necessary for creative work, I would say yes.

Mr. ALLARD: Do you believe that this would be an improvement with regard to the situation which has prevailed for some years where directives appear to be given verbally.

Mr. LAPIERRE: I think it would be necessary to come to that; but, as I have already said publicly, in order to be able to maintain a climate favourable to creative work, it is imperative that the producers be part of the group. I conceive of this as being a whole. A consensus must be obtained.

Mr. ALLARD: It is a matter of working conditions?

Mr. LAPIERRE: Yes, that is right.

Mr. ALLARD: It is a good idea to have the interested parties participating in it.

Mr. LAPIERRE: Exactly.

Mr. ALLARD: And you would consider this an improvement?

Mr. LAPIERRE: A considerable one.

Mr. ALLARD: A considerable one. I should like to ask another question in order to follow up the study of the right to manage of management. In fact, you are saying that the right to manage is somewhat like common law, the unwritten part of the law established by judges from specific cases. But here we have another subject about which questions are being asked. The public also is concerned about our work. During the weekend, many have spoken of the work being carried on here and the public shows much interest in it, and of the right kind. According to you, what is in fact the producer's and the director's freedom to create? That freedom to create, that freedom which must be given to the producers and consequently, to the directors, could give us a description of that particular freedom? How far can this freedom go; does it permit everything to be said, to be done, or should this freedom be itself subject to standards, and limits, according to the way you visualize it, at the same time that it leaves the directors and the producers free to create and to express themselves.

Mr. LAPIERRE: Freedom without norms or limits is freedom without responsibility. Freedom then becomes licence. I believe that it is essentially the atmosphere of responsibility which should be brought about. I believe that both producers and directors must exercise their freedom within a framework of responsibility and that they must be responsible for their actions, that they must understand that responsibility, and in my opinion, and this is important, parliament and top management produce some sort of character. When there is

parliamentary charter on broadcasting, when there is a code of ethics and when there is consensus of opinion, the producers and the directors will have to exercise their freedom within a framework of responsibility. With regard to the Seven Days program, I believe that whatever freedom Seven Days has was essentially exercised within the bounds of responsibility.

Mr. ALLARD: To come back to a specific case, as host on Seven Days, did you ever feel that your freedom of expression was curtailed at some given moment?

Mr. LAPIERRE: In so far as my relations with the producers of the program "This Hour has Seven Days" is concerned, the answer is no.

Mr. ALLARD: In relation to administration.

Mr. LAPIERRE: Not directly, because there was the producer between myself and top management, but I felt the atmosphere of frustration.

Mr. ALLARD: Do the producers feel this frustration?

Mr. LAPIERRE: The producers, on a team such as Seven Days, just as on any other team, that is a group of people creating a program relations, are close between the people involved. There is an esprit de corps, and in group feeling, etc., and accordingly a good many things are done within the framework of the program.

Mr. ALLARD: Have you noticed during your participation in the Seven Days program or in other programs, whether or not regular contacts existed between management and production? In the event that a producer employed by the CBC submits a program outline for 20 broadcasts, does there exist an area of contact between production and management wherein a fairly regular dialogue is carried on with respect to the programming and the spirit of the broadcasts which make up this program of, let us say, 20 broadcasts? Are there contacts or is there simply a void, a lack of understanding?

Mr. LAPIERRE: I have noticed at Seven Days that Mr. Hugh Conklin who represented what is called middle management, was always present on Sunday afternoons when we were rehearsing the evening program. He was always there when I expressed certain opinions about the program, etc., he was there, and he took part in the dialogue.

Mr. ALLARD: You say he took part in the dialogue. Were relations on those Sunday afternoons of a constructive nature between that gentleman, the producer and—

Mr. LAPIERRE: I am always downstairs in the studio while they are upstairs and what we call the "kremlin" and, in view of Mr. Conklin's personality, relations were always very smooth for everyone concerned.

Mr. ALLARD: And have you noticed on other programs in which you participated, apart from Seven Days, whether there appeared to be difficult contacts between management and production?

Mr. LAPIERRE: I did not understand the beginning of your question.

Mr. ALLARD: On the other programs in which you have participated, apart from Seven Days—



Mr. LAPIERRE: I have never noticed this because I have never felt so intimately part of a team on the other programs in which I have participated as I did on Seven Days or Inquiry. On Inquiry, it was more or less the same. At that time, relations between Inquiry and Mr. Taylor and Mr. Bernard Ostry were the same as those which appeared to exist between Mr. Conklin and Seven Days.

The CHAIRMAN: Mr. Mackasey.

(English)

Mr. MACKASEY: I have only one or two questions which I would like to put to you, Mr. LaPierre. I think last night Mr. Lewis, in a series of questions, established the point that your main function was that of a host rather than that of a producer and, secondly that your every word—not every gesture, as you made quite clear—was said according to a set plan, no doubt the plan of the producer. The text of your remarks was all preset; in other words, there was nothing ad libbed on the program?

Mr. LAPIERRE: I suggested that on "Seven Days" I ad libbed three times.

Mr. MACKASEY: In view of all the time you have been on, that is certainly nothing to be regretful about. I think the point Mr. Lewis was trying to make—and it is an important point, I think, because I share his opinion, I must admit—was that any deviation, or what management calls in their press release "any departure from established Corporation policy", should be the responsibility of the producer rather than of the host.

Mr. LAPIERRE: In my experience, sir, this would be so.

Mr. MACKASEY: I just wanted to re-establish this because I think Mr. Lewis established, from your answer to his question anyway, that you were a performer. I do not want to sound disrespectful but, in a sense, you were a puppet of the producers. You may have an argument with the producer before the program, whether or not there is this friendliness that you claim exists between everybody on the program. No doubt you participate in the discussion on what you should do on that program, but it is the decision of the producer and not of the host.

Mr. LAPIERRE: Yes, it is the producer's decision.

Mr. LEWIS: Call him a puppet without strings.

Mr. MACKASEY: You spoke about the necessity of a code of ethics, which is what I have been trying to get at for a few days. According to the press release the implication is that such a code exists. Do you claim you are not aware of it?

Mr. LAPIERRE: I claim, sir, that I have never seen it in writing.

Mr. MACKASEY: I know, but this is just splitting hairs.

Mr. LAPIERRE: Oh, I see.

Mr. MACKASEY: You have not seen it but you know it exists?



Mr. LAPIERRE: I am not aware anybody ever said to me: "This is the code of ethics of the C.B.C. in terms of its treatment of hosts or special and important guests that come to the program". I am not aware anybody said that to me. I suspect, sir, that if I had not operated within that context, then somebody would definitely have said to me: "Look, LaPierre, this is not in accordance with the C.B.C. policy". However, nobody ever did that.

Mr. MACKASEY: In all fairness to you, you cannot go to the library and get a copy of the general code of ethics for hosts on the C.B.C.?

Mr. LAPIERRE: I know it is not in the library.

Mr. MACKASEY: It is not in a form such as the wage agreement. You cannot go to management and say: "I am Laurier LaPierre, the host, I want a copy of the code of ethics which I am expected to follow while I am an employee of the C.B.C." Am I right?

Mr. LAPIERRE: Yes.

Mr. MACKASEY: But although you have not seen this, this press release implies it does exist. Would you say that a code of ethics does exist?

Mr. LAPIERRE: According to their document there is one that exists.

Mr. MACKASEY: But according to you does it exist? I know it does according to the document.

Mr. LAPIERRE: I have never seen it.

Mr. MACKASEY: That is not the question I am asking; I am not asking whether you have seen it but I am asking whether you think it exists?

Mr. LAPIERRE: It is the totality of the rules and regulations and traditions which govern these kinds of things. They may or may not be written. If you wish to ask whether somebody said to me, when I began my career with the C.B.C.: "This is what you should do and what you shall not do", then, I will say to you, "Nobody has ever said that to me".

Mr. BRAND: We have been through all this before, Mr. Chairman.

Mr. MACKASEY: I have one other question which I would like to ask in reference to something that is written in this press release in regard to the program in general. It is said there: "A serious shortcoming of the program, however, has been its frequent departure from established Corporation policy". Am I right in inferring that if there were frequent departures—and this is to be argued—it would not be your responsibility but the producer's responsibility?

Mr. LAPIERRE: It would be the producer's responsibility. It is unfortunate that both Watson and I have been associated with that.

The CHAIRMAN: We have gone over this whole question already. Are you adding to something new, Mr. Mackasey?

Mr. MACKASEY: I have one last question, Mr. Chairman, which intrigued me. In this A.C.T.R.A. document it was said that there were two reasons for which they presumed Mr. LaPierre was dismissed; the second one was that he

reflected personal opinions on the program. Is there anything in your contract to prohibit you from personal opinions?

Mr. LAPIERRE: No, there is not.

Mr. MACKASEY: Do you not think that as part of the program it is only normal and logical that you would have a personal opinion?

Mr. LAPIERRE: Yes, it would be normal that I would have personal opinions. Whether the producer decides to air them is his responsibility.

Mr. MACKASEY: Mr. Chairman, you can rule my next question out of order but it has intrigued me and it is only for my personal information that I wish to have an answer to it. Last night Mr. LaPierre, talking about communication in general—which might have to do with the first part of the A.C.T.R.A. document—you expressed the opinion that all fields of communication should be publicly owned. Am I right?

Mr. LAPIERRE: Yes.

Mr. MACKASEY: All fields?

Mr. LAPIERRE: I meant in the series of broadcasting. I would not be prepared to enter into debate on whether the press should be publicly owned or not. I have views on that, but it is another matter.

Mr. MACKASEY: For your own protection, when you talked about "all fields" you were talking about radio and television. It is your opinion that private radio and television should not exist.

Mr. LAPIERRE: That is my opinion.

Mr. GRÉGOIRE: No competition?

Mr. MACDONALD (*Prince*): I have a related question. You said you were not aware that any code of ethics as such, was in existence. However, were you aware that your participation in the program and the content of the program itself were in fact contradicting some kind of an assumed code of ethics on the part of management?

Mr. LAPIERRE: I have never been told, sir, that any items which management saw fit to remove from "Seven Days" were in circumvention of its rules of ethics.

Mr. MACDONALD (*Prince*): Or its established Corporation policy?

Mr. LAPIERRE: I have never been told that, and I was not aware these were the reasons.

The CHAIRMAN: Mr. Grégoire.

Mr. GRÉGOIRE: When you state, Mr. LaPierre, that you are in favour of state controlled broadcasting, does this mean that you are against competition from a private network? That is my main question. My question is a supplementary one. You can ask any questions you want to.

(translation)

Mr. LAPIERRE: I do not fully understand what he means.

Mr. GRÉGOIRE: When you ask for the establishment of a state controlled network for television and radio, you are excluding private radio and television broadcasting?

Mr. LAPIERRE: Yes, indeed.

Mr. GRÉGOIRE: Thus eliminating competition.

Mr. LAPIERRE: No, I do not believe that one can reach this conclusion from the foregoing remarks. I believe that competition is possible and that there can be very strong competition within the same network.

Mr. GRÉGOIRE: Just one network.

Mr. LAPIERRE: Yes. The competition which is probably essential to creation, is between the people deeply involved and I do not think that it is the existence of private stations in Canada which gives the C.B.C. the type of intelligent and firm competition which is needed.

Mr. GRÉGOIRE: Would you at least allow the television spectator the privilege of turning the dial to another channel?

Mr. LAPIERRE: Of course, if he so wishes.

(English)

Mr. McCLEAVE: On a point of order, Mr. Chairman, this investigation of the program This Hour Has Seven Days will take 52 weeks unless we stick more closely to the theme. We are getting into a broad philosophic discussion of broadcasting, and I do not think that that is the role of our examination of this particular witness and this particular dispute with the program.

(translation)

Mr. GRÉGOIRE: Mr. Chairman, since permission was given to ask the first question, I have asked supplementary questions on this subject in order to obtain for myself a clear picture of Mr. LaPierre's opinion.

I should like to ask a final question. Mr. LaPierre, do you believe that what is presently taking place at the C.B.C. with respect to the Seven Days program can be interpreted as a battle or a struggle between C.B.C. top management on the one hand and, on the other hand, the producers and the directors of public affairs programs, in order to determine who has the final say in the matter of costs and of the climate of this type of program. Can this be interpreted as a battle off in that direction?

Mr. CHAIRMAN: Are you asking Mr. LaPierre's opinion on this question?

Mr. GRÉGOIRE: Yes.

Mr. CHAIRMAN: You are asking him whether he agrees with the opinion you have expressed?



Mr. GRÉGOIRE: I am asking him if what is presently happening can be interpreted, according to him, as the beginning of a struggle between C.B.C. management on the one hand, and, on the other hand, the producers and the directors of public affairs programs, in order to determine who has control over the scripts and the climate of public affairs programs.

Mr. CHAIRMAN: Do you wish to give your opinion on this question?

Mr. LAPIERRE: Although it is up to the Committee to decide this rather than to me, I do not believe this is a struggle between top management and the producers in order to determine who shall have control over public affairs programs. I think the producers are trying to determine what atmosphere is required to allow them to produce the programs for which they are responsible. It is in no way a power struggle between them and top management.

Mr. GRÉGOIRE: Does this apply only to the Seven Days program or equally to all other public affairs programs?

Mr. LAPIERRE: I believe that the principles stated by the producers go beyond the Seven Days program.

(English)

Mr. JOHNSTON: You have spoken about the response in the mail that "Seven Days" received. Would you say that this mail was individually addressed to you or did it go collectively to "Seven Days" and then be referred to you?

Mr. LAPIERRE: I received a number of letters addressed to me personally a "Seven Days" and a number addressed to me personally at McGill.

Mr. JOHNSTON: Mr. Watson in his testimony said that the sensitive area seemed to be the ombudsman area where the program initiated something that might then feed back in a controversial way and rebound on the C.B.C. Would you, from the mail that you received, be in possession of knowledge or ideas that would initiate or would eventually become a program?

Mr. LAPIERRE: I would think that a majority of the letters which personally receive deal with an experience that a viewer has had in this field and, consequently, the ones which I think may have some value I pass on to either Mr. Lefolli, or Mr. Hoyt, or Mr. Leiterman so that there can be research into them if they feel there is a possibility for an item for the program.

The majority of the letters I receive will be in those terms.

(Translation)

Mr. CHAIRMAN: Do you have any other questions?

Mr. ALLARD: Just one last question. Do you believe that a dialogue is possible at the present time between management and the producers and directors in order to settle all the problems which have been raised here in the committee by you and by your predecessor, Mr. Watson, and to bring about solutions that will be in the interest both of the CBC and of the public? Is dialogue possible to solve problems?



Mr. LAPIERRE: I believe that, since April 15, the possibility for dialogue has been greatly endangered, but I also believe that with goodwill,—what Mr. Aud'homme calls humility on the part of both parties—I believe that a solution can be reached, a solution which must be reached.

Mr. ALLARD: Do you believe that management is ready to carry on a dialogue with production—

Mr. LAPIERRE: They are as ready as are the producers.

Mr. ALLARD: The latter are truly ready?

Mr. LAPIERRE: It seems to be that they have been talking for four or five days and that management is carrying on a dialogue with them; I do not know what will come of it, but both parties seem willing to discuss the matter together.

The CHAIRMAN: Are there any more questions? Thank you, Mr. LaPierre.

(English)

The Committee will now hear Mr. Douglas Leiterman.

Mr. LEWIS: What about a five-minute stretch?

The CHAIRMAN: Is that legal?

Mr. LEWIS: I do not know if it is legal or not, but I think it would be possible.

The CHAIRMAN: The Chairman would be very favourable to a five-minute recess provided we do not lose our quorum.

Mr. STANBURY: Yes; provided that it does not stretch into 10 or 15 minutes.

The CHAIRMAN: We will make it five minutes.

Mr. GRÉGOIRE: And we are adjourning at what time?

The CHAIRMAN: At 12.30.

We will adjourn for five minutes.

After recess.

(translation)

(11:20 a.m.)

The CHAIRMAN: The Committee will now hear Mr. Leiterman.

Order, please.

I should now ask you, Mr. Leiterman, whether you intend to start with a statement?

Mr. Douglas LEITERMAN (*Executive Producer, "This Hour Has Seven Days"*): Mr. Chairman, this committee has heard so many words on the subject of "Seven Days" and there have been so many statements in the past outside this Committee, including, yesterday, a briefing of the public affairs department

by Mr. Ouimet and the General Manager, Mr. Walker, at which I was present, which helped to define and refine the concerns which are in the minds of management, that I thought it would be useful if I tried, for my part, to give you some idea of how the picture looks to me, what seem to me now to be the main issues in the dispute. In order to do that I thought I might suggest to you what seemed to me to be some of the things that this dispute is not.

So far as I can tell, the issues in this dispute are not essentially the breaching of the line of authority by Mr. Walker in speaking directly to Pat Watson. The C.B.C. president and general manager yesterday admitted this breach, and, while it may be indicative of deeper troubles, it seems to me that it is not the central issue here.

The issue is not the personal popularity of Watson and LaPierre, which should not be used, in my opinion, to protect them if they are disloyal men or if they are bad hosts.

The issue is not the right and duty of management to manage, which I and my colleagues consider essential and have always admitted and always supported.

The issue is not an attempt by someone, either Watson, or LaPierre, or myself, or persons unknown—25 has been said—to take over the C.B.C. I have my hands quite full enough with "Seven Days". I have no interest whatsoever personally in management, and I would be a terrible administrator.

The issue here is not an unwillingness or inability on my part to accept direction from above. In seven and a half years with the C.B.C. I think I have given ample evidence that I readily accept the disciplines which are necessary to running the C.B.C., and I shall offer more evidence of this in response to your questioning later, if you wish.

The issue is not a demand by me or "Seven Days" for more freedom. The principles and proper practices of the C.B.C. offer any reasonable person all the freedom he could ask, and a great deal more than there is in most other broadcasting networks.

The issue is not a demand by me or by "Seven Days" for less supervision. Heaven knows, we have enough supervisors, but these, in my opinion, are men of experience and a good deal of wisdom and a great deal of judgment, and the necessary business of supervision, when head office leaves them alone to do their job, is handled, in my view, with restraint and with intelligence.

The issue is not an argument by me, or anybody else, that "Seven Days" is perfect and cannot be touched. On the contrary, "Seven Days" has undergone constant evolution since Patrick Watson and I first conceived it and put it in the air with the total support of our supervisory structure two years ago. I hope it will continue to grow, to mature and to be responsible. What is involved here is not the future of Laurier LaPierre, or Patrick Watson, or Ross McLean, or Wilson Southam, or Roy Faibish or Larry Zolf, or me.

What, then, is at issue here? As I see it, these are the principle issues—there are three—and I will define them. I suppose they could be broken down into a number of subdivisions, but it seems to me that there are three essential issues and with your permission I would like to set them out in the interests of clarifying what has become for me, at least, a very confusing situation.

First of all, consultation with the program department about program matters—and I refer to consultation from on high. Secondly,—

Mr. LEWIS: Consultation by top management?

Mr. LEITERMAN: Yes. Second, the protection of controversial programming; and, third, the development of program policy.

As I read this it begins to sound like the kind of corporate-ese which I find confusing, but I suppose it is the only language that can be used to discuss this complicated matter.

An hon. MEMBER: Will you repeat number two?

Mr. LEITERMAN: I will go through them in detail. Number two is the protection of controversial programming; and the third, the development of program policy, by which I mean the evolution and development of the policies under which programs are produced.

May I first deal with number one, consultation with the program department about program matters: This sounds elementary, but it is probably the most important single requirement for maintaining the integrity of programming in the C.B.C.

What does it mean? It means that decisions by senior management should, indeed must, be discussed and developed with the general supervisor of the program department, Mr. Reeves Haggan. Now, he, in turn, consults his five supervisors who are under him, and he may, on occasion, consult with Mr. Hubault of the French network on related matters, and with the program producers, which include myself. These are the people who are directly responsible for programming. They are not managers; they are programmers. There is an essential difference in this that I think probably would need to be discussed further here. If their advice—and this is the key point I want to try to make—if the advice of these men is not sought by management, or if their advice is disregarded, or if they are bypassed, then the system cannot work.

In the present dispute, according to the system management itself has laid down, changes in "Seven Days" should have been thoroughly discussed with Mr. Haggan and his supervisors. Ideally, changes should come from the department and should originate with the people working on the program. That is the ideal situation, particularly since the department originates the program and is in the best position, presumably, to know about its problems and to assist in its development. But if management feels it must initiate program decisions, then discussion and consensus are absolutely vital. If management feels that it must initiate program decisions, then it seems to me that discussion and consensus with the program department, with Mr. Haggan and his supervisors and eventually down to my level, is absolutely vital.

Mr. BASFORD: You are not quarreling with management initiating program decisions.

Mr. LEITERMAN: No; but I think it would work much better if the program department arrived at the decisions and they then worked their way up.

Mr. LEWIS: You have questioned the right to do so if you feel they should.



• (11:35 a.m.)

Mr. LEITERMAN: Yes.

Mr. LEWIS: That is, you question their wisdom but not their right.

Mr. LEITERMAN: Yes.

Mr. BASFORD: But, you mean if they do it they should work down?

Mr. LEITERMAN: Yes.

The CHAIRMAN: Mr. Leiterman, do you prefer to complete your statement without interruption?

Mr. LEITERMAN: If it is your wish, Mr. Chairman, I will continue because I am almost through.

Mr. RICHARD: Mr. Chairman, I would suggest that the witness be allowed to complete his statement.

Mr. LEITERMAN: Usually such discussion as I have described achieves a compromise which will work, and this is the way the system works. If no compromise can be reached the program people always have the option of resigning, and I would say it was their obligation to resign if after long discussions, consultations and great considerations they were unable to persuade management on the point of view which they held. But, if there is no consultation; if there is no discussion; if there is no consensus, then the program department's own responsibilities are violated. Then its creative energies are blocked and the whole system, again, breaks down. This is what happened, in other words, to "Seven Days". But, the machinery is there; it can be restored, I think, to working order. And, if senior management genuinely desires, as the president has said, to keep "Seven Days" on the air and to keep it controversial then that machinery needs to be respected and needs to be used.

Again, number 2 in my consensus of the three key points in the current dispute is the problem of controversial programming, and that is what the "Seven Days" dispute is all about, in my opinion. The president, Mr. Ouimeau and the general manager, Mr. Walker, have made it abundantly clear to me that the "Seven Days" they have in mind for next year will be a very different program from the "Seven Days" as the viewers have known it over 48 editions in the past two years. I will be pleased to expand on that at your pleasure and at your request, but let me say right now that my producers who work under me, my supervisor who works over me in various strata, and I do not hold the "Seven Days" is perfect. There are many things that we would do differently a second time; there are many things I would do differently a second time around. But, we do feel that the integrity of the program must not be chipped away at or something important in public broadcasting in this country will be lost.

My third point is development of program policy and, if you will permit me here, I would like very briefly to try to give you some of the context in which we see "Seven Days", having developed it, so that you may perhaps understand



what kind of program we feel we have been putting together, how it evolved, where it is, why "Seven Days" which is something almost totally unique in the world of broadcasting, although it has parallels in other countries, most of which have developed later, got to be the way it is.

Television, since I came to the industry more than eight years ago, is just learning how to cover actuality, how to bring events to the screen as they happen. A television interview is no longer the question and answer of the newsman; it is a conversation—sometimes perhaps a hot seat, and sometimes it is what we call a round table. These are all new devices and new techniques, and they require a modification of policy—and you will hear a great deal about policy from the senior officers of the corporation, from whom I have heard a good deal about it in the last several days. For that reason I will try to emphasize my view and explain where I stand and where the program department stands, as I understand it, on policy. So, policy has needed revising; it has needed updating in consequence of new techniques, particularly policy which was formulated often before anyone dreamed that the current techniques we are now using would be possible, and there are many examples of this. All of them are breaking new ground.

The program, since its conception, has been breaking new ground, and this has presented an enormous task and challenge for management, and I understand that. It has also presented a great challenge for the producers and the program department. But, for management it has required insight, perception, courage, perhaps of an order not before required in broadcasting; above all, it requires a willingness by management to break new grounds, to consider new techniques, to revise and modify policy which just does not work any more. May I end here by saying that when I talk about revision of policy I do not mean revision of principles; that is, the principles and ethics for which the corporation stands have not been challenged and I would suggest, will never be changed. But, the practices which are codified in policy and developed and revised by policy must be changed to keep up with the changing kind of world in which we live.

Now, C.B.C. program departments and C.B.C. management have shown this kind of courage I referred to in the development of "Seven Days" and many other programs. But, from our level, senior management seem to be less and less willing to continue its revising process. I have been told that the very process of discussion and of redefining takes too much time and effort by senior management; I have been told that I challenge too often, too persistently and, Mr. Chairman, I suppose I should admit a measure of guilt in this regard. But, it seems to me that this challenge, that this discussion, that this redefining is a process by which broadcasting, the country itself and, possibly, even civilization, has to move forward.

No one builds a jet aircraft without someone challenging the old concepts by which an earlier kind of plane used to fly. I suppose our generation is going to get to the moon, but not without experiment. This is the point I am trying to make, not without new ideas, not without trial and sometimes error. There are new things to be discovered but we have to try; we have to reach for them. We have to reach for the moon, even if we only get "Seven Days". I would ask for

understanding in that we, as program people, are just learning to produce "Seven Days" and we want to keep trying. We may make a few mistakes; we may make more than we should. We must make a great many challenges to management through the proper process and challenge much that management has set forward. Then, in the end I hope we can come up with something that all of us, all of you and senior management can be proud of.

You know, the public always has taken a very strong proprietary interest, as you have been told, in "Seven Days". Then consider it—and we get a great deal of mail, as I believe Mr. Watson told you—not as Watson's or LaPierre's program, certainly not Leiterman's programs, and perhaps not even the C.B.C.'s program. I think they consider it their show. And, they have given much evidence that they are very jealous of its integrity. As programmers we have to try to respond to the kind of opinion that the public, in its constant discussions with us through letters, expresses to us.

Mr. BRAND: Mr. Leiterman, I want to thank you very much for this very excellent presentation.

Some hon. MEMBERS: Hear, hear.

Mr. BRAND: But, I would like clarification on some of the issues which you have raised. There are a few questions I would like to ask. Is this document which you have just read from the one you had on the Pierre Berton show which you said you would produce in this committee, if asked?

Mr. LEITERMAN: Well, I was reading from notes on the Pierre Berton show which were, in fact, from a document I have with me, which was prepared by the supervisor—that is, the general supervisor of public affairs and his five advisers for presentation to management.

Mr. BRAND: This is the Reeves Haggan one then?

Mr. LEITERMAN: Yes.

Mr. BRAND: Am I correct that you are responsible, in consultation with your superiors, for all program content?

Mr. LEITERMAN: Yes.

Mr. BRAND: And, not Mr. Watson nor Mr. LaPierre?

Mr. LEITERMAN: That is correct.

Mr. BRAND: You have agreed to that. I notice that Mr. Watson has a contract as an interviewer but continues on a producer's contract and pay. Is that correct?

Mr. LEITERMAN: Yes.

Mr. BRAND: Have Mr. LaPierre or Mr. Watson shown, in your opinion, disloyalty to management, to the president or to the executive body of the corporation?

Mr. LEITERMAN: No, sir, they have not.

Mr. BRAND: Do you agree with the action of management with regard to Mr. Watson and Mr. LaPierre?

Mr. LEITERMAN: No, I do not.

Mr. BRAND: You have indicated that producers have had increasing difficulty in their relationship with management?

Mr. LEITERMAN: Yes, I have.

Mr. BRAND: Now, who, in your opinion is to blame? You have laid out some of the problems. Is it both sides or strictly on the side of management?

Mr. LEITERMAN: I think in this kind of thing there is always a great deal of blame on both sides. I think management has held a view of broadcasting which has not always been reflected right down to the program level. At the program level we tend to be pragmatic, to develop programs and see that the programs themselves achieve an acceptance which often will require management to change policies which have for many years been enforced. But, this is always done up through the chain, as I have described it.

Mr. BRAND: Usually, as you say, a compromise is reached, and you feel that the machinery that you have described must be respected and used at all times. Do you feel this was not the case in "Seven Days", the program which is the subject of this particular dispute?

Mr. LEITERMAN: Well, yes. First of all, I do feel that the machinery must be respected and used. It would not be correct to say it had not been used at all in this dispute. The machinery was partially used; it was down to a certain level. Perhaps I should make it clear, in response to that question, that it does not seem to me that the real dispute here has very much to do with the short recruiting of the chain of command; of course, that is important, and I am sure you have heard about it at great length. There are further details I could give you on that point, if you wish. But, there is a difference of principle here.

Mr. BRAND: It is part of what you describe as three of the issues?

Mr. LEITERMAN: Yes. But, I am trying to distinguish between the mere formal following of a chain of command and the need to discuss, to revise, to go back and forth until some kind of consensus is reached; in other words, if the resident had decided that Mr. Watson and Mr. LaPierre were to go and this had gone all the way down through the eight people until it reached my ears in proper and formal way I do not think we really would be in any different situation here from what we are now.

Mr. BRAND: It was the lack of consultation in asking for the opinions of the producers and the supervisors?

Mr. LEITERMAN: Yes.

Mr. BRAND: You mentioned that there is a requirement of insight, perception and courage on the part of management. Has that been carried out reasonably in "Seven Days" by the management?

Mr. LEITERMAN: Well, in "Seven Days" we seemed to have experienced some diminution of the insight and courage which is required, although I would have to say, and I think we must remember, that "Seven Days" was begun and



although it originated with us in the program department management support-ed it; it has put up with a great deal of flack, and it has done this in a number of instances which, I think, can only be described as insight, courage and, occasionally, reluctance. The degree of reluctance seems to have increased as the program has continued its lifetime, and the degree of courage seems to me to have decreased.

Mr. BRAND: I do not wish to use the word "blacklist" because it seems to raise the hackle of some individuals. Are you aware that there is a list of producers or other creative talents that are considered unemployable by C.B.C. management?

Mr. LEITERMAN: I have no awareness of any list but it is within my personal and direct knowledge that there are individuals—that there is, at least, one I have who is essentially unemployable for reasons I could never understand.

Mr. BRAND: You have never been able to find out the reasons?

Mr. LEITERMAN: Well, yes, I have learned of reasons but I never have been officially told by management why my request to hire this man was not acceptable to management.

Mr. BRAND: Have you asked them?

Mr. LEITERMAN: Oh, yes, through the proper chain.

Mr. BRAND: In other words, through the proper channels, through this great strata?

Mr. LEITERMAN: Yes. I am referring to Ross McLean.

Mr. BRAND: You mentioned you had a lot of conversation with Mr. Walker and Mr. Ouimet, particularly with regard to C.B.C. policy, and you make the statement that these practices are codified. Have you seen such a codification of these policies or practices?

Mr. LEITERMAN: Yes and, if I can make a correction, in the last few days have been present at meetings, particularly yesterday, where the president and general manager addressed a group, but these were not individual conversation with me.

Mr. BRAND: But, there is a C.B.C. policy which is codified?

Mr. LEITERMAN: Yes, and I have it with me.

Mr. BRAND: I wonder if that could be tabled. I think it would be important to do so.

Mr. LEITERMAN: Well, it is of substantial size.

Mr. FAIRWEATHER: Moses did better.

Mr. LEITERMAN: I have a feeling that I am in your hands but perhaps if it is your wish that this be tabled it should be tabled by Mr. Haggan, who is essentially responsible for it. It was given to me as a producer. But, whatever your wish is I am prepared to abide by it.



Mr. BRAND: I refer you once again to the C.B.C. information services release of April 23, in which it states that personnel in the program branch are expected to adhere to these program policies and these would include, I presume, other data of a program including hosts.

Mr. LEITERMAN: Yes, anyone.

Mr. BRAND: But, did they have access to this or were they shown this document at any time—and I am thinking of Mr. LaPierre in particular?

Mr. LEITERMAN: Program hosts, no. As a matter of fact, it is a confidential document, and I suppose I should raise that point.

Mr. FAIRWEATHER: Is the code of ethics confidential?

Mr. LEITERMAN: It is really described as a formulation of program policies, which includes a lot of things. To be candid, I have not been through it in detail; however, I am familiar with some of the points which are relevant to me. It is a codification of such things as objectives, policies, organization, operation, programming and production, personnel co-operation, outside relationships and so on.

Mr. BRAND: Would you care to express an opinion on how program personnel are expected to adhere to a confidential document which is not available to them?

Mr. LEITERMAN: Oh, yes. You see, the way it works with performers is that they take their instructions from the director and the producers of a program. I could not even wish to put before them a document of this size or even the relevant program policies having to do with hosts partly because of the confidential comments which you will notice and also portions which really should not reach the ears of program hosts, and because the way they conduct themselves is the responsibility of the producers. So, if they contravene such policies, then they should hear of that from the producer. They should be warned if there is any danger of their doing so and they should know in a general way what the policies are. But, I would be quite unwilling and not anxious to have that kind of policy in their hands.

The CHAIRMAN: If I might interject, we were about to understand the whole structure and now you have thrown us off by saying the director and the producer. "Director" is a term we have not heard yet.

(11:55 a.m.)

Mr. LEITERMAN: I am sorry, Mr. Chairman. The director is generally the same person as the producer. In the case of "Seven Days" the program has a separate man, who is a director, by which I mean he sits in the control room, calls the camera shots and directs the performance. If, for instance, Dinah Christie is wearing a gown that is cut too low, he will tell her to change it. That is his responsibility.

Mr. MACKASEY: Does he get paid for that job or does he have a contract for that job?

Mr. FAIRWEATHER: Does the code of ethics have anything to do with the height or depth of gowns?

Mr. LEITERMAN: That is one of the few things not specified in the policy statement.

Mr. MACDONALD (*Prince*): Have all the producers read the document?

Mr. LEITERMAN: I could not speak for all the producers but I read it.

Mr. JOHNSTON: How long is that document?

Mr. LEITERMAN: It is in various and many forms. The parts that are relevant to me have been passed on to me as soon as they were agreed. They were the ones that pertained to the department and senior management. I have a vast file in my office which relates to policy. This particular document, I believe, is a new compilation of policy which was prepared by the department of public affairs to be their presentation at the meeting of the board of directors in April, that is the meeting which was just concluded in Halifax. There is a notation on it that it was never presented there.

Mr. ALLARD: How many pages do you have in that document?

Mr. LEITERMAN: There appear to be 210 pages. I think they are English and French.

Mr. MACDONALD (*Prince*): Is this a loose-leaf policy to which you keep on getting additions from time to time?

Mr. LEITERMAN: Very much so.

Mr. FAIRWEATHER: It is organic, is it not?

Mr. BRAND: We seem to be getting away from the issue a little bit, Mr. Leiterman. I wonder if we could perhaps bring this into focus a little bit. Therefore, if your hosts, under your direction, commit no indiscretions according to you, then they are not, according to you and according to what you have described to us, in contravention of C.B.C. policy. Is this correct?

Mr. LEITERMAN: Yes.

Mr. BRAND: There is one other question. I noticed you said you wanted to keep on producing the same kind of "Seven Days". However, I also understand you have decided to resign and not carry on with "Seven Days". Could you clarify this for us?

Mr. LEITERMAN: I tried to avoid putting myself, or management, or our program, into a position where we cannot seek some kind of solution to the whole business. It has always seemed to me that if I got up and shouted from the housetops that I was going to resign every time we had difficulty, for one thing I would be doing a great deal of resigning, and for another thing I do not think it helps to keep a climate in which solutions can be worked out. Therefore avoided, as long as I possibly could, making any comment about resignation. I was finally pushed into doing so after the Halifax meeting which seemed to me to be a repudiation of the position of the producers' association and of management's assurance.

Mr. MACDONALD (*Prince*): And of Parliament.

Mr. LEITERMAN: It seems to me after that that I could not simply sit there and say "I do not know whether I am going to resign or not", and so on. I therefore said at that point that in the absence of any acceptable reasons for LaPierre's and Watson's dismissal it seemed to me that I could not continue to produce "Seven Days", and I added that that was the feeling of the rest of the program.

Mr. BRAND: And does this mean as of that date?

Mr. LEITERMAN: I tried to avoid saying that we will not put it on next week, and so on, because it is a very fluid situation. Management and the association are meeting. For the first time the view is taken that this is a national problem. I believe there is a meeting to be held in Winnipeg very shortly which will be a national council of producers associations so that the grievances and the great concerns of producers across the country can be aired. They are much worse in the regions than they are in Toronto. They can come together and discuss these problems and try to exert the kind of collective strength on senior management which they will hope will lead to the management paying them some attention.

Mr. BRAND: What you are describing is a general malaise in the industry.

Mr. LEITERMAN: I think that would be accurate.

Mr. McCLEAVE: May I put to you a hypothetical question? If there had been two other hosts for This Hour Has Seven Days during the past season but the program had been essentially the same, would their fate have been the same? Would they have been not reengaged?

Mr. LEITERMAN: No, I do not think so. Granted, this is a slightly hypothetical question because we do not know who they are and possibly the two others might be of equal concern to management, but it is my view the answer to your question would be in the negative. May I also say that there was articular interest in LaPierre and Watson by management.

Mr. McCLEAVE: You did not put this as one of the three issues, that LaPierre and Watson be reengaged?

Mr. LEITERMAN: I was really trying to sort out the key issues, of which this business of departmental responsibility is one under which I would attempt to reach agreement by which Watson and LaPierre would be re-engaged. Am I confusing the issue?

Mr. McCLEAVE: I do not know if you are confusing yourself but you are confusing me.

Mr. LEITERMAN: I am really trying to say that of course it is a very vital matter to me that the hosts of a program over which I have some jurisdiction should be fired without the agreement of not only myself as the producer—I am responsible for the men who host this show—but my colleagues, Hoyt and Defoli, who are also producers under me, my supervisor, Mr. Gauntlett, and the general supervisor, Mr. Haggan. If all these people, who are responsible for the development of that program and, in my case, select the hosts, are to be not only consulted but simply disregarded, and our views, even after an



argument, are to be disregarded, then it is, of course, of enormous importance to me and really quite unacceptable. I could not personally accept this state of affairs; I think it would be wrong for me to do so.

Mr. McCLEAVE: You tell us that in your discussion with the top officials they said there would be differences in the program next year. Would you mind elaborating on that?

Mr. LEITERMAN: Yes, sir. You have to understand that the differences which they had in mind have reached my ears in various ways. They have come down through the program department, and my supervisors have, from time to time in the past year during the whole production season, told me what management was very unhappy with, what their response was likely to be and what they had in mind ultimately. There has been a build-up of awareness by me of what management had in mind, and management has only on rare occasions told me directly what they had in mind.

However, I can answer that question as I made some notes on some of the factors involved to which I would like to refer. I have used the phrase "a general picture of emasculation", which is what I fear is happening. I do not say it is management's present intention to emasculate the program; what I do say is that the things they have in mind certainly tend in that direction. The following are the points: First, the removal of the hosts. These are the key public figures, and although I agree with the points you made, that other men can host the show and there is no question about that, I think this removal is a significant thing in terms of management's intention. Secondly, the cutting of the budget, of which, I understand, management has informed the press. I believe the president or the general manager has informed the press that the budget would be cut by \$1,000 a week. The program department was also told this, and I was told that there would be a substantial budget cut. That figure has been misinterpreted, and it actually amounts to about 7 per cent of the direct budget. Next, my supervisors have been told that Mr. Fabish and Mr. Larry Zolf are to be dropped from the program. This is a matter of considerable significance.

Next, I have been told that there is to be no more interviewing by people like Mr. LaPierre or anyone who may sometimes let his views show through or allow some human emotion in response to a moving event. Next, the program is to restrict its use of satire. This has been discussed many times and in many ways. Of course we all want better satire and it is a very difficult thing to get. I believe it is management's intention to restrict it in significant ways.

Next, the program must not overemphasize or present too often the kind of thing that we have called the ombudsman item, cases where citizens feel they have been dealt with unjustly and the program wishes to deal with them. I have also been told that the program must avoid what is generally referred to by the word "sleaziness", a word to which, of course, I take great objection. This is taken to mean the treatment of morality. It has seemed to be the case that the word "sleazy" has been applied by senior management to a number of items which, I think, are more properly described as controversial and which, I hope, have not been sleazy in any case.



Mr. LEWIS: What does "sleazy" mean anyway?

Mr. LEITERMAN: I am not quite sure what management means by it but it certainly gives me an uneasy feeling. An example of it may be the program item on Carol Doda, the girl with the silicone bosom. That is one program that is usually referred to in that context.

Mr. McCLEAVE: Then the position of management was similar to the one of the *New York Times* where the publisher said they have wound up putting up with a playboy.

Mr. LEITERMAN: No, I do not think management has said that we have wound up putting up with Playboy.

Mr. McCLEAVE: No, but they were prepared to go into one field of broadcasting but found it very difficult to adapt to another, more lively, field of broadcasting.

Mr. LEITERMAN: I think there has been a difficulty of adaptation, yes.

Mr. McCLEAVE: The final question is on what you raise as point number one, regarding consultation by management with the program department about program matters. In the event of a disagreement in such consultation, who do you suggest should have the final say?

Mr. LEITERMAN: Management must always have the final say. If the program department does not like it, it can resign.

Mr. LEWIS: Mr. Leiterman, I am going to take a few minutes to go over some matters. I appreciate fully that you tried to set the present dispute under a general heading and to deal, therefore, with issues rather than with details and personalities. However, the trouble about general statements is that almost everybody can agree about them. I suspect if you set out to Mr. Ouimet, Mr. Walker or anyone else the three principles, namely, that there should be consultation with the program department about program matters, that controversial programs should be protected and that there should be a development program policy, they would say: "Mr. Leiterman, we are with you; we agree". And when they come on the stand here, that is exactly what they will say. This committee will then be faced with Mr. Leiterman using exactly the same words as those with whom he is disputing, and we really will not be further ahead at all. So, despite your intention, I must ask you about some of the particularities which illustrate the meaning of words.

First, in the statement by the board of directors of the C.B.C., to which reference has been made, which was issued on April 23 the following paragraph appears:

The board asked that every effort be made to continue the improvement of the program, *Seven Days*. It recognizes that this production is lively and provocative and has attracted a large following. The people involved in this program are hardworking and dedicated. A serious shortcoming of the program, however, has been its frequent departures from established Corporation policy.

My question, firstly, is: Were you ever informed by anyone in management of any departure from the established Corporation policy, and if so, what was the incident or what were the incidents?

Mr. LEITERMAN: You must understand that most of my relations with senior management go through my supervisors, so any time an incident occurs there is a great amount of fall-out and eventually it reaches me. I am not in any doubt about how management has felt. Sometimes my supervisors shielded me a little from the acute expressions of management's opinions, but they left no doubt about how senior management has felt. There are a number of incidents and, if that is your wish at this time, I will go into them.

Mr. LEWIS: Give us some examples where you departed from the established Corporation policy.

Mr. LEITERMAN: In answer to that I have to say that I do not think we have ever departed—certainly not to my knowledge—from the established Corporation policy. The questions of interpretation of that policy are the sticky ones, and there has been a regular view from management that from time to time we departed from the correct interpretation of the program policy.

Mr. LEWIS: What were the incidents they told you about which illustrated or represented a departure from the established Corporation policy? Give us some of the incidents.

Mr. LEITERMAN: I have some notes on that subject. I am not sure what the best way to deal with these is but maybe I can run through them briefly and you might wish to take up some of them or ask me for more details on some of them. Perhaps I should be chronological from the beginning of this season leaving out last season. I understand Mr. Watson has already said something about last season.

The season began with a disagreement which came very close to removing a program from the air on its first show, a disagreement which was resolved in the end only a few hours before the airing of that first show, and it had to do with pre-election interviews. I am not sure whether you have heard from other witnesses about them.

Mr. LEWIS: They were referred to but we have not heard about them.

Mr. LEITERMAN: It was the intention of the program to invite the leaders of each political party to be interviewed by two persons, LaPierre and Watson who are the hosts of this show. We felt that it was an important and useful thing for the voters to have a chance to see these men, ask firm and perhaps uninhibited questions since those political leaders were in fact on the hustings and subjecting themselves to questions from anyone who might attend a political meeting. We considered this could be a very useful public service. We wanted to have each of them on, and we wanted to use Watson and LaPierre because there is great difficulty in selecting hosts or interviewers for a particular interview, as you know, and you must have the same interviewers, you possibly can, so that no party will feel that you have selected interviewers who might be either for or against that party's particular position. We felt that the best thing was to use the hosts we had, and this was a very natural thing.

since that gave us the bicultural feeling we thought it should have and since these two men were, in our view, the most competent and best men for the job. So this was our intention. We learned, quite early, that there was great resistance from senior management to the use of LaPierre. Watson was acceptable but LaPierre was not acceptable, and this was argued over a period of several days through the supervisory structure. I should add here, as I think this is relevant, that an invitation had been issued to Mr. Haggan, the head of the department, to go to a meeting of the program council in Ottawa, which happened to be meeting prior to our first show, to discuss "Seven Days" and a number of the problems. One of the things they wanted to discuss was the question of the political interviews with the leaders of the parties. At that meeting he was required to say who would be the host, and although he had not had a chance to talk to me and my producers about what we had in mind he volunteered the information that the hosts would probably be Mr. Watson and Warner Troyer. I mention it because I think it fits into the picture of the whole situation, although I do not think it is a key.

When he got back to Toronto he told me what he had said to them and I said "Do you know, that does not happen to be what we have in mind. We have just completed our own examination of who would do the interviewing and we want Watson and LaPierre." We explained the reason why and that my supervisor had accepted it, and he went back to management and said that it was to be Watson and LaPierre, and gave the reasons why. Management in no uncertain terms advised him that LaPierre was not acceptable.

This is admitted at many levels, and all kinds of considerations came into it.

Mr. LEWIS: Did they say why he was not acceptable?

Mr. LEITERMAN: Well, it seemed to relate generally to the fact that he uses his arms. He was described as being an inflammatory person. The phrase which was used, and which has been used to me several times since by management, was that he wears his heart on his sleeve. He was, in management's view, not a responsible person.

I do not want to give a mis-impression. I think that it was the genuine belief of management that there would be a risk in having Mr. LaPierre do those interviews, but that they did not want to enter into the reasons.

Mr. LEWIS: Were his political views part of the reasons?

Mr. LEITERMAN: No; the question of his political views was raised, as it had been before, and we were able to satisfy management. I believe, with my own conviction on the subject, that his political views were not of a kind which would mean he should not do political interviews.

He has at one time expressed adherence to one political party. Since then he has suggested that if he ever ran for parliament he would try another political party.

I am not sure if you have asked him about this or not, but—

Mr. LEWIS: I am not personally interested in what his political views are. I know them, but it is not relevant.



An hon. MEMBER: The eternal optimist?

Mr. LEITERMAN: Certainly it was never said to us that he should not be used because of his political views.

Mr. LEWIS: I do not care if they are Conservative, or Liberal, N.D.P. or Creditiste.

Mr. LEITERMAN: We made the point that Troyer and Watson, both Anglo-Saxons and somewhat similar in personality, would not be adequate people to handle the interviewing at that particular time and that there had to be a French-Canadian there. If we were not to go outside the program—LaPierre happens to be the only one on the program—if we had to go outside the program, then we would be bringing in an element of political affiliation.

Mr. GRÉGOIRE: Would it have been possible that one of the leaders of the parties asked not to be interviewed by LaPierre and asked management to say so? Would it have been possible?

Mr. LEITERMAN: I would only have to speculate on that, Mr. Chairman, and I am not sure whether I should.

Mr. GRÉGOIRE: But they might have had some reason which they were not obliged to give to you.

Mr. LEITERMAN: Yes, I suppose there could be such reasons. I do not know of any.

Mr. GRÉGOIRE: But there could have been reasons which they were not obliged to give to you.

Mr. LEITERMAN: They are certainly not obliged to give us reasons, although we will, of course, request reasons.

There had been rumours that certain interviewers were not acceptable to certain party leaders, or favoured by certain party leaders. I really know no more than that. And I do not wish to make any suggestion—and I hope this is not understood as such—but I felt that this was involved here. I am just trying to answer the question.

Mr. LEWIS: I do not know if the Chairman wishes you to go into much more detail. So far as I am concerned, as I understand it, you had an argument with top management about this, but after it was discussed it was agreed that you go on as you had planned.

Mr. LEITERMAN: Yes; in the end management agreed.

I had, of course, discussed with Mr. LaPierre his involvement, and with Mr. Watson. Mr. LaPierre was aware that management did not want him. He was very upset by this development, and could not understand why, and he told me that he would resign from the program and would not host "Seven Days" if he was under such a cloud—if he was not acceptable to the program department.

Of course, through this, I was faced with the impending resignation of Laurier LaPierre, and Mr. Watson said that he would probably also have to resign because he could not tolerate this kind of slur on his co-host.



There were strong feelings within the program itself, dealing with the producers and story editors who had to be involved in the decision.

I informed management of this because I thought it was relevant, since management had said there would be no discussion and that LaPierre could not do it, and that they did not want to hear anything more. I felt that it was my obligation to tell them, through the proper chain, what kind of situation they faced.

There also had been reports coming from French-Canada—Montreal—that the reason Mr. LaPierre was not to be on as co-interviewer was because of—well, there were suggestions that that would be a reflection against his race.

Now, the integrity of the C.B.C. is something that I am also responsible for and which I have a great interest in, and I felt that it would be a very bad thing to have stories going out, putting "Seven Days" in jeopardy—stories about prejudice against French-Canadians in the matter of being interviewers, or co-hosts, and all this kind of thing. It was in response to our final success in making management aware of all these things that finally word came down that we could go ahead, and we did.

Mr. LEWIS: I cannot see that as a violation of established corporation policy. It seems to me the carrying out of consultation and exchange and final arrival at a decision which, presumably, top management may not have liked as much as you did.

Mr. LEITERMAN: Yes.

Mr. LEWIS: But it was a decision reached after this process.

Mr. GRÉGOIRE: Do you think that the top management changed its opinion under a kind of threat from the program?

Mr. LEITERMAN: Well, I certainly never made any threat. I felt it was my duty to try to tell them what might happen. I would not, and could not, make a threat. I think language is important here, because I think I would have been fulfilling in my duty if I had allowed the situation to develop where a man was going to resign a day or a few hours before the show went on the air and in the situation where management did not know about it. I let them know as soon as I knew, and as clearly as I knew, what the situation was.

Mr. LEWIS: This probably was a factor in their decision, but you do not know.

Mr. LEITERMAN: Right.

Mr. LEWIS: We will have to ask them.

What can you put your finger on as an instance of a violation of established corporation policy. If you cannot think of an instance, just say so.

Mr. LEITERMAN: I do not think we have ever violated established corporation policy in any instance. All I can give you are incidents that arose between staff and senior management, which are certainly, in our opinion, in large part responsible for the current situation. Management feels that they should not have to put up with this kind of incident; that they have made their views

clear; and, in fact, there have been specific instances in which I have been asked to assure management that there would be no challenges; that the program would mind its own business and do its job and senior management would not hear any more about it.

Mr. LEWIS: What exactly does that mean? Was it suggested to you that when senior management said to you that a certain thing was to be done or was not to be done on your program then you would do as you were told?

Mr. LEITERMAN: That is precisely what was said.

Mr. LEWIS: You were no longer to question their decision; and this is the way in which you intend your first principle—to consult with the program department—

Mr. LEITERMAN: Yes.

Mr. LEWIS:—rather than by edict from above?

Mr. LEITERMAN: Yes. There was a very memorable occasion in November at which this was finally spelled out and I was told that the program would not last until Christmas if I did not accept this view which you have just described.

Mr. FAIRWEATHER: Who told you?

Mr. LEITERMAN: The general manager, Mr. Walker.

Mr. MACDONALD (*Prince*): Was this edict in writing?

Mr. LEITERMAN: No.

Mr. LEWIS: But you were told this by Mr. Walker, were you.

Mr. LEITERMAN: In a board room at what is described as "The Kremlin"—the Corporation annex in Toronto,—at a meeting at which myself and the general supervisor and five departmental supervisors and the head of the network in Toronto and his assistant and Mr. Bill Hogg were all present.

Mr. LEWIS: Was the supervisor, Mr. Haggan, there?

Mr. LEITERMAN: Mr. Gauntlett and Mr. Haggan.

Mr. LEWIS: Why do you call it "The Kremlin"?

Mr. LEITERMAN: It is just a euphemism.

Mr. MACDONALD (*Prince*): What was the nature of the edict itself?

Mr. LEITERMAN: Well, first of all the general supervisor was called in and he was told—

Mr. LEWIS: Give them names.

Mr. LEITERMAN: Mr. Haggan; and I believe he had his supervisors with him. He was told that management had had enough trouble about "Seven Days"; they did not want to hear any more argument; they did not want, week after week, having questions coming to them, which they felt they did not want to deal with; and that they had made a decision that the program would go on the air.

This was on November 18.

Mr. ASSELIN (*Charlevoix*): But this was the first complaint you received?

Mr. LEITERMAN: There had been constant pressure from management, forbidding the program to do certain things, and the department arguing on our behalf that we should be allowed to do them, or that some modification should be introduced. Many of these arguments were successful and we were allowed, as in the case of the hosts which I have mentioned, to do things.

Well, as I was saying, Mr. Haggan was told what management had in mind, and that the program would go off the air.

He consulted with his supervisors and with me and told us management's position, and I was told in greater detail by my own immediate supervisor, Mr. Gauntlett, that we would have to knuckle under to what management demanded or we would lose the show, and there was nothing he could do about it; that there was no negotiation possible, and that it had been put to him as virtually an open and shut case.

He had told management that he would wish to take this under advisement and discuss it with his colleagues and with me and would go back to them, which he did.

Mr. LEWIS: How much later than November 18?

Mr. LEITERMAN: The 18th of November was the date on which I was called to the meeting.

Mr. GRÉGOIRE: You are leading up to this?

Mr. LEITERMAN: Yes.

Mr. LEWIS: And when was this meeting?

Mr. LEITERMAN: A few days prior to this, or perhaps on the same day.

Mr. ALLARD: I have a supplementary question on the program on the matter of the interviewing—

Mr. LEWIS: Could we have this completed?

The CHAIRMAN: This is not a supplementary question on this point, and generally I think it would be better not to take the supplementary questions. You can all have your turn and you can develop your line of questioning.

Mr. LEITERMAN: Well, Mr. Haggan told me what was happening and suggested, and Mr. Gauntlett suggested to me and Mr. Peter Campbell, who is another supervisor directly concerned with "Document" and "Seven Days" and who had handled the supervision—Mr. Gauntlett and he told me that he had no alternative, that management's position was that if we did not accept totally the conditions that seemed to be in management's mind we would have no program. I was invited to consider whether I was prepared to do this. I called my colleagues, the producers, and discussed the question at length.

Mr. LEWIS: And your producers were Hoyt and Lefolii.

Mr. LEITERMAN: Mr. Hoyt and Mr. Lefolii.

Mr. LEWIS: Was Mr. Watson there, too?



Mr. LEITERMAN: Mr. Watson was there at some of the discussion.

Mr. LEWIS: Was Mr. LaPierre there?

Mr. LEITERMAN: No; Mr. LaPierre would not normally be included. Mr. Watson would be there because he is with "Document" and also because of our association the year before in founding the program, and so on.

Mr. LEWIS: And you went to this meeting?

Mr. LEITERMAN: Yes; we met; and we came to the conclusion that we had to do everything we could to keep the program on the air, even accepting what seemed to us to be a clear violation of C.B.C. policy as set out in various C.B.C. memoranda.

We were aware that one of the conditions of our doing so would be that we kept our mouths shut.

We felt that we were accepting something which most of us were very uncomfortable with. I personally felt it was a dishonourable acceptance. I examined my own conscience at great length and with great concern because you know, there comes a point where you either have principles which you believe in, or you do not, and there is always the danger, as several of my colleagues felt, that if you keep on accepting this kind of thing and telling yourself "Do not worry about it, because it is only a minor point", it is only on a series of points and eventually you get to the point where you do not have a program that is worth producing and where you have sold out your own principles.

We decided, however, that we really had no alternative. We had 40 people working on the program. We felt we had a public trust to the people who believed in the program, and we thought the best thing to do was to accept what was demanded of us and to do the best we could, with the hope that the process of departmental responsibility would bring about a swing back eventually; and we hoped that Haggan and Gauntlett and his supervisors could finally bring management to a realization that something would have to be done and that the program had to be restored to the kind of controversy that it has always had.

I was called to the meeting on the 18th, the meeting as described by Mr. Walker, and Mr. Walker set forth the reasons why he was unhappy with the program and why we had to do certain things. These are the main points made: That the program had to stop challenging and must accept without question the edicts from senior management; that "Seven Days" had to be kept free of the press; that myself, Watson and the program producers and so on must strictly abide by one of the corporation's rules that says that you do not talk to the press. There were a number of other points made at that meeting, all adding up to a kind of a series of demands and I felt, when I left the meeting, that I had accepted something which was not in the interests of the program, the department or the corporation for me to accept.

The CHAIRMAN: If the member is going to be here this afternoon I think this might be a good time to adjourn. It is past 12.30 p.m. and I believe



indicated to some members that we would be adjourning around this time. We have had a long sitting.

Mr. MACDONALD (*Prince*): Mr. Chairman, is it possible to have a photostat copy of the document which Mr. Leiterman presented, a little later on, because it contains some detailed information which might be useful during questioning.

The CHAIRMAN: We will try to obtain any information you require.

I have only one communication to make to you, and it is about a document that Mr. Stanbury has been requesting.

We first thought that we could have this document but now we have received a communication from Mr. Walker in the C.B.C. who says:

Dear Sir:

With reference to the 1965 agreement, this was an oral understanding between the C.B.C. and the T.V. Producers Association and appears only to have been covered in the minutes kept by the T.V. Producers Association.

You may wish to request the T.V. Producers Association to furnish the committee with a copy of their minutes in this connection.

Mr. STANBURY: Mr. Chairman, this matter arose in the questioning of Mr. Watson and I understood him to say that this document was available. I asked you that it be made available to the committee.

The CHAIRMAN: We will try to make it available.

Mr. STANBURY: Subsequently, you informed us that it had to come from the C.B.C., but I did not understand that to be the case. I think, wherever it comes from, it is very important to the Committee to have it in order to help us define what was the proper mode of communication.

The CHAIRMAN: Yes, Mr. Stanbury. I am only making a progress report. We are endeavouring to obtain the document.

Mr. STANBURY: You are still going to obtain it?

The CHAIRMAN: Yes. We will meet again after orders of the day.

#### AFTERNOON SITTING

(3:45 p.m.)

(Translation)

The CHAIRMAN: Have you a point of order, Mr. Grégoire?

(English)

Mr. GRÉGOIRE: Mr. Chairman, Mr. Lewis has some questions to ask of the witness; I will raise my point of order afterwards.

Mr. LEWIS: I would like to ask Mr. Leiterman about something that is so topical and does not have anything to do with what we dealt with before so that perhaps it should not be delayed.

Mr. LEITERMAN: Before we begin that could I have the leave of the Chair to correct two matters from the record of this morning's session? Is that in order?

The CHAIRMAN: Yes, it is.

Mr. GRÉGOIRE: Before we enter into a discussion may I put forward my point of order to the effect that we should not sit tonight? Yesterday we sat all day, and we sat this afternoon. I am afraid we might not have a quorum tonight because of the second hockey playoff.

Mr. LEWIS: The Stanley Cup game.

Mr. GRÉGOIRE: I wonder if we would have a quorum. I think it would be a good idea to decide not to sit tonight.

The CHAIRMAN: Maybe, at the end of this afternoon's meeting, we could inquire of the members what their feeling on this is, because I do not feel like sitting here alone.

Mr. MACKASEY: I will stay with you, Mr. Chairman.

The CHAIRMAN: This would be the only reason. It would improve the situation, Mr. Mackasey, but not enough. The question will therefore be raised at the end of this meeting.

Mr. McCLEAVE: Do not forget that producers have threatened to strike, so there may not be a hockey game.

The CHAIRMAN: I am not concerned with hockey at the moment; I am concerned exclusively with the quorum.

Mr. GRÉGOIRE: Quorum or forum?

Mr. LEITERMAN: This morning I referred to the meeting on November 1 which was called by the general manager, Mr. Walker. Since then I have consulted my notes and I find that I said this morning Mr. Haggan was there. Mr. Haggan was in Halifax and was not present. Present at that meeting were Mr. Walker, who called the meeting, Mr. McGall, who is in charge of the Toronto operation, Mr. Gauntlett, Mr. Peter Campbell, who is also a supervisor and myself.

The second point on the record which I think I should try to clear up was my reference to this volume. The implication I left with some of the members of the committee was that all those were policy statements. In fact, the matter of program policy is in the white pages. They are in English and French. I think only two or three of those program policy statements will concern us here. The Chairman will allow me, when we come to them, they could be tabled. There are many other matters in here having to do with the operation of the public affairs department to which I would like to refer from time to time. I think the rest of the material is probably of no concern.

Mr. MACDONALD (Prince): Would you be able to table it in view of the fact that you said this morning it was confidential?

Mr. LEITERMAN: I would like to ask the advice of the committee on whether I should refer to my superiors to find out their view on whether it is permissible. I am in your hands.

Mr. LEWIS: I would like to ask that that be done. I would like to know what the policy of the Corporation is with regard to the program, particularly a public affairs program, if the Corporation has no objection to having it tabled.

Mr. BASFORD: Mr. Chairman, yesterday the steering committee, in relation to the matter of tabling Mr. Watson's contract, consulted the C.B.C., as a matter of courtesy, to find out whether they wanted that particular contract to be tabled. I would suggest we follow the same procedure with this volume. As a matter of courtesy we should ask the C.B.C. for their views on this. Their opinion is, of course, not binding on the committee, but I think it would be of interest to members of the committee to know the views of the C.B.C. first. It would also be of some protection to Mr. Leiterman.

Mr. LEWIS: I do not agree with the member from Vancouver-Burrard. I think we may be in an area where it is doubtful whether this Committee, or Parliament, should insist on something being tabled if the C.B.C. objects to it. Nobody here will suggest I have not made my position clear vis-à-vis the management; my feelings in this situation are quite clear. If it is a memorandum on internal operation and a memorandum from the management to the supervisors, producers and so on, then, if I understand the process in such situations, such memoranda are not necessarily demandable by Parliament or the Committee. I do not know; I am just wondering whether we are not in that area.

The CHAIRMAN: Would the Committee agree that we consult with the C.B.C. and give them a chance to state any serious reasons they might have for not tabling it? The Committee would remain free afterwards to require it as it sees fit, but should we not have a consultation first? What is the consensus of the committee?

Mr. LEITERMAN: The documents in question are program policies No. 65-6 and 66-2, dated September 13, 1965, and January 3, 1966.

Mr. LEWIS: I may come back to this issue because of the questions we were dealing with on adjournment, Mr. Leiterman, but I thought at this time, since I happen to be the one asking you questions, it would be desirable, as well as appropriate, to ask you whether you have had any report on the discussions between the producers' association of Toronto and Mr. Ouimet and the other members of his management team, and whether what was suggested by Mr. Leifenshaker on the floor of the House at the end of the question period—I do not know whether you were there—namely, that the danger of a strike by the producers is now imminent, is correct based on the information you have received?

Mr. LEITERMAN: Yes, I understand that the president of the C.B.C. has announced that he will not re-open the question of Watson and LaPierre. The president of the producers association, Mr. Koch, is quoted as saying that the situation is nearly impossible, or extremely difficult.

Mr. LEWIS: You attended some meetings of the producers of the C.B.C.?

Mr. LEITERMAN: All the meetings.



Mr. LEWIS: You attended one which was held the other day in Toronto?

Mr. LEITERMAN: Yes, on Sunday.

Mr. LEWIS: Was there another one yesterday? No, yesterday there were negotiations between the producers.

Mr. LEITERMAN: On Sunday the last meeting of the association was held; the executive had been meeting almost constantly.

Mr. LEWIS: Can you assist the Committee—because it affects what the Committee may wish to try to do, if it can do anything—by telling the Committee what was the situation with respect to the withdrawal of services?

Mr. LEITERMAN: I would not wish to prejudge the action of the producers. I will give you my opinion, that the statements in which they have said they would consider the withdrawal of services are of serious intent, and that the view of the last meeting of the producers was that if management would not accept the three points which the producers felt was a basis for negotiation, and if management would not accept those points in principle immediately, they would then have to go ahead and consider their recommendation of withdrawal of services. Those three points related to the appointment of the arbitrator or mediator, the fact that the arbitration should have confidence in the current dispute, and the third point simply related to their expression of interest and support of views of the program department.

Mr. LEWIS: We dealt with them yesterday. A summary of them was published in the morning paper.

Can I take off from where we were before the luncheon adjournment? You were telling us about the meeting of November 18 and you said at that point—I am not summarizing it inaccurately, and I hope not—that at that meeting Mr. Walker made clear that he did not want any more challenges, et cetera. Someone drew my attention to the report in a newspaper a week ago, or eight days ago, of a statement alleged to have been made by Mr. Ouimet. I am not asking whether he made it or not—obviously you would not know it—but whether this is the kind of thing you heard from Mr. Walker. His statement was to the effect that from now on he wanted you people to accept—this is almost quote from the quote in the paper—direction and to stop challenging the direction.

Mr. LEITERMAN: Yes, that was one of the points at the meeting.

Mr. LEWIS: Is that one of the points, in that kind of language, that Mr. Walker made to you?

Mr. LEITERMAN: Yes, if anything it was more compellingly stated than you have stated it.

Mr. LEWIS: At this meeting of November 18 was any reference made to Mr. Watson or to Mr. LaPierre as the hosts?

Mr. LEITERMAN: No reference was made.

Mr. LEWIS: No criticism and no reference were made at that meeting?



Mr. LEITERMAN: No, they were not part of that discussion, but the discussion ranged over the whole area of "Seven Days" programming and it was made clear that management was very uncomfortable with the kind of interviewing that the program conducted, with the way some of those interviews were obtained. The criticisms split into two general areas, one was the material we put on the air, and the other was how we got the material we were going to put on the air. The general intention that Mr. Walker made clear was that all the incidents of the past—and he recounted a number of them, giving his view of what they in fact meant—represented the kind of thing of which he did not want any more. He did not want to hear any more from us, the door was closed, there was to be no reference upward. If any instruction came down, that instruction was to be immediately accepted and obeyed without question, and the very fact of questioning any instructions would amount to a violation of the agreement which he was seeking at that meeting, which, incidentally, had to be accepted that day. The whole point was that he did not want to hear any more from us.

Mr. LEWIS: And was the agreement accepted that day?

Mr. LEITERMAN: I accepted it.

Mr. LEWIS: You said he referred to a number of incidents. Have you a list of those incidents?

Mr. LEITERMAN: Yes.

Mr. LEWIS: Could you give it to us? Unless the Chairman tells us otherwise—I am anxious not to take too much time because other members will want to question you—could you give us a list of those incidents, without going into them too fully?

Mr. LEITERMAN: What I have is a list of incidents in my file, most of which Mr. Walker referred to at that meeting in one way or another. The first one, which I have already mentioned, was this year. I might say there were ten items this year and I only noted four from last year. I should also add that these are only the incidents which escalated right up the ladder to the top level. I suppose there were dozens of others which were settled at one point or another before there was a direct collision between the wishes of the program department and senior management, but these were the ones on which collision took place.

Mr. LEWIS: Were there incidents which were settled within the program department?

Mr. LEITERMAN: Yes, and settled by management through the intervention of the general supervisor, Mr. Haggan. These are the ones which could not be settled by the normal process or in which the normal processes were violated.

I have mentioned the pre-election interviews. The second incident was in October of 1965 involving the case of "Loxfinger"—this is the name of a book. We had the author of the book in for an interview. He used the word "homosexual" in the interview, and that was objected to. There was a good deal of discussion for several days, and finally there was a meeting at which senior management was represented, up to the level of Mr. McGall who is the Toronto

chief. They all viewed the interview with the man who is called Loxfinger after his book, and it was agreed that the word "homosexual" should be stricken from the tape. It happened to be relevant to what the man was talking about, which was why we had objected. We had no special reason for wanting to get the word "homosexual" on a program. In the end we had to agree in order to keep the item in the program. We might have been willing to drop it from the program except that by that time, which was then Sunday afternoon, the program was pretty well locked up and it would have been difficult to move it. We made a tape edit in which we moved or blurred the word in such a way that no one could tell what the word was.

The third point was the Ku Klux Klan interview conducted by Robert Hoyt, which some of you may remember. Two Grand Dragons of the Klan were brought to Toronto and were interviewed by Hoyt in the studio. A member of negro race was also brought into the studio. You may remember that in that interview there was a sequence in which the interviewer asked the Grand Dragons if they would shake hands with the negro after they had professed great admiration for his race. They refused to do so. That interview was conducted very close to air time, was not screened by management, and was the subject of a post investigation at which the management declared that the interview itself was unacceptable, that the methods used were unacceptable, that the investigation of the negro was in what they took to be an improper fashion, they criticized the hand shaking, and there was a great deal of talk about why it was unacceptable, but the fact was that management decided it was unacceptable.

Mr. LEWIS: You said management did the talking?

Mr. LEITERMAN: In this case it came down through the proper channels and I was informed by my supervisor. Incidentally, on that point the audience research, which the Corporation conducts through a private research agency, showed a very high degree of viewer acceptance of that particular interview.

Mr. CHATTERTON: Did the objection come from your supervisor, or did it originate with him?

Mr. LEITERMAN: No.

Mr. CHATTERTON: Did it come from the very top, the "Grand Dragon"?

Mr. LEITERMAN: Yes. Point number four was the beauty contest. We are moving from dragons to beauties. This was in November.

Mr. LEWIS: The beauty and the dragon.

Mr. LEITERMAN: This was the Miss Canada contest. It was the intention of the program to do a report on the Miss Canada contest. A good deal of filming was done, including some filming on the premises of Channel 9, CFTO, which sponsors the contest. It was the program's intention to air that on Sunday night when our show goes on the air, which happened to be the same time the beauty contest pageant itself went on the air. CFTO applied for, and succeeded in getting, an injunction to vent the use of the beauty contest footage. That particular injunction has not yet been completed in the courts—the hearing is

still on. However, the point here was that management decided that it would be improper for the program—since an injunction had been issued—to use a satirical sketch which related in general to beauty contests, and had nothing at all to do with the Miss Canada contest, and that it would be improper to use an interview with Miss Claudine Auger, one of the James Bond women, which we had taped some weeks before. The Claudine Auger interview was turned down on the grounds that Miss Auger had been in a beauty contest in France many years before and had mentioned that during the interview. The Corporation considered that that should not be done. What we objected to here was that this came down as an edict so that no discussion was possible. In fact we had consulted lawyers here and had heard their opinion that Miss Auger's reference to the beauty contest in France some years ago was in no way subject to the injunction from Channel 9. The Corporation would not permit us to discuss the matter in order to have it reviewed.

Mr. LEWIS: To be fair on this—so that later we do not get into a fracas with spokesmen from the Corporation—are you sure that the Corporation management did not obtain legal advice which did not agree with yours?

Mr. LEITERMAN: The management did indeed consult Corporation law officers and at one point I was in direct touch with the Corporation's general counsel, which is a practice which we follow from time to time when required. His opinion about it at one point agreed with ours, and when we next heard about it we were told that his opinion was that it could not be aired.

Mr. LEWIS: But you would not expect the Corporation to agree to your doing something which its law officer, rightly or wrongly, mistakenly or validly, told them was contrary to an injunction order.

Mr. LEITERMAN: Yes, that is quite right. Our only complaint was that the discussion was cut off when, to our supervisors, there appeared to be valid grounds for challenging the view of this edict that had been sent down.

Mr. GRÉGOIRE: Was it the regular practice for you to consult lawyers besides the lawyer of the corporation?

Mr. LEITERMAN: Well, the difficulty is that the Corporation's law officers are here in Ottawa and very often it is necessary that an item be viewed in order to make a judgment on it. A mere report on the item is sometimes less valuable to someone making that judgment.

On this occasion, as soon as we were faced with the injunction, we took the material we had to a lawyer in Toronto to get an opinion. The Corporation's general counsel was also giving an opinion based on the written report which we submitted about the material, and it came to the point where he declined to give an opinion on whether it should be aired and said that it would depend on more detail about what the item was.

Mr. MACKASEY: I would like to get some information from the Chair. It seems to me that just before the lunch hour you suggested to the Committee that we not interrupt with supplementary questions but that we hold our questions until the questioning was finished.



I am not making any criticism of Mr. Grégoire, but I think most of us have refrained from asking questions that we would like to ask, in deference to the ruling that you made.

Is there any deviation on your part in this?

Mr. GRÉGOIRE: On the same point of order, and before you give a ruling—

The CHAIRMAN: I will not give a ruling. I will just answer the question. This supplementary was slipped into the line of questions.

Mr. MACKASEY: My point is that this question has no relevance to the subject we are discussing.

The CHAIRMAN: I did not make any ruling. I just asked the members if they would please refrain from injecting their supplementary questions into a line of questions which is already going on.

Mr. MACKASEY: If we do not refrain would you then make an order one way or the other.

Mr. GRÉGOIRE: On this particular point of order, perhaps when there is a list, or an enumeration, of questions like this, of which we do not have any copies and which we might forget in the course of the discussion, because we cannot write as fast as the witness is speaking, do you not think it would be better if we put our questions. There are nine or ten events there. I think this would have been the first one on which I would have had a question to ask.

The CHAIRMAN: I do not see what would prevent the members making a note and, between two sets of questions, interjecting supplementary questions on what we have just heard.

What I am trying to resist is not to refuse a supplementary question which would be in order, but the tendency seems to be to put a set of supplementary questions and you do not know who has the floor.

Mr. GRÉGOIRE: Then, may I ask if we can question on this list before we go to another subject?

The CHAIRMAN: I would not make it as general as that. I would say that even with this list a member can note the question he wants to put and wait a little while.

Mr. LEWIS: I happen to have asked the questions, which have not been long, but they have required considerable time in answering. If you think that the question of the information given is not relevant, then you will not hurt my feelings by telling me so.

The CHAIRMAN: It seems to me that it may be relevant to have a picture of the items about which there was difficulty.

I am a little bit worried about the number of such questions that have to be recorded, but if it is not too long I think it is relevant to the kind of incidents which created the difficulties.

Mr. LEWIS: Perhaps it is possible for the witness to give three or four a little detail and then say there are another half dozen or a dozen similar incidents over the period of five or six months.



Mr. LEITERMAN: I could try to abbreviate it if it would be helpful.

Items five and six on the list have to do with news type items, and this gets us into a slightly different area. I include them only because they were the subject of contention and because they also illustrate the timidity of senior management in handling the affairs of the program, and what has seemed to us to be a willingness by senior management, whenever an item came up relating to "Seven Days", to say that the best way to handle it was to tell them to get off it, or to leave it alone.

Item five has to do with the "Peacenik" march on Washington in November 1965. We were told not to cover it on the grounds that it was being covered by the news department. Our reply to that was that news and public affairs very often cover subjects that are of interest to both.

This one was never fully resolved. What happened was that at the end we were allowed, after much dispute, to put one camera on the event. We were allowed to use, I think, a maximum of two minutes of air time. In the end, we traded off some of our out-footage with the news department and used a little more.

Item six, in the same category, deals with Harold Wilson's press conference here in Ottawa. We were told that since it was going to be telecast by the news department we should not have anything to do with it and should not air anything.

We argued that it was important and that we could put a great deal more in the air than was possible in a short newscast; and also that once it was cast—I believe it was on a Thursday that this conference was held, and it was being telecast in full on Thursday night. We argued that on Sunday we should be able to air the material. I am not absolutely sure it was Thursday, but it was late in the week. I am sorry; it is my error. There were two press conferences, one of which was on Thursday, which was also a subject of contention. The one which I am referring to was Sunday afternoon. It was, however, being broadcast live at that time so that it was in the area of public control and the public had access to it.

We were refused the right to use this material; that is, we were not to be permitted to use the material which was recorded by the C.B.C. and its news department. We argued that we should have the right.

In the end no decision was reached except that we could not have the tape which had been sent to Toronto and was in the videotape room there.

We were able to obtain a copy of this tape from CJOH, the private station in Ottawa, who agreed with our view that it was in the public domain for a broadcast that afternoon, and we were able to air a portion of it.

Mr. MACDONALD (*Prince*): Was that done in direct contravention of management's decision in this case?

Mr. LEITERMAN: It is a little difficult to answer exactly in those terms, because you have to understand that on this kind of thing there is negotiation back and forth. What happened in the end was that a firm decision was reached by the director of news and public affairs that we would not be able to use the

tape. There was no decision that we could not do it some other way. We could send our own camera to the conference and record it and do it that way, and, in fact, we did do so with the concurrence of our supervisors; but it was impossible for the film to be processed until it got to Toronto. We could not tape it because the C.B.C. has not got the correct facilities here; so we had to go to the private station and they supplied it. That is the way it was done.

There was no complaint that I know of about our having done it in this way. The difficulty was that we wanted to use the Corporation's own tape, but there was no objection that I ever heard to our using any other tape we could get from anywhere else.

Mr. MACDONALD (*Prince*): Whether or not this was interference with management policy it was in direct contradiction of—

The CHAIRMAN: I am afraid this is not a supplementary question.

Mr. LEITERMAN: Item seven had to do with the 35-minute report we did on over-medication. This was an intensive report in depth on the subject of over-medication, and we thought it was a matter of some seriousness. It was our view that at the end of the item we wished to say that if the viewers were concerned with this matter, then it was a matter which they might draw to the attention of their M.P.

The Corporation refused us permission to do this. This veto came from the general supervisor who predicted the veto of management. So far as I know he did not specifically get the veto from management but based it on management's position.

Item eight is the same thing on capital punishment. We presented a number of programs in this area, at the completion of one of which we suggested to the viewers that, since this was a matter which their representatives in parliament were deciding, if they wished to make their views known they should write their M.P. That was vetoed as well.

Item nine was the Munsinger case. There were a number of points here and I would try to abbreviate them.

Mr. LEWIS: We have heard about the Munsinger case!

Mr. STANBURY: You have not heard the last of it!

Mr. LEITERMAN: It hardly needs saying that the story had been subjected to a great deal of press attention. We felt that the mandate of "Seven Days", in the interest of the viewers, required us to deal with it.

One of the things we wanted to do—what we did, in fact, do—was to record an interview with James B. Donovan who was the man who acted as the intermediary for the exchange of Gary Powers, the U-2 pilot for Col. Abel, the chief Soviet spy in the United States. He was the man who exchanged those two, and he had been the wartime head of O.S.S. in the United States, and a man who, incidentally, had a great deal to say about various kinds of security risks.

We interviewed him and had what we thought was an excellent interview. Our supervisors looked at it—

Mr. LEWIS: Who did the interviewing?

Mr. LEITERMAN: I did the interviewing. I will withdraw the remark, but Mr. Donovan was excellent. I did it because it was a matter of great concern that it be done in a certain way and I felt that I should do it myself. We were told that it could not be aired and, in fact, we were told that nothing on the Munsinger case could be aired on our program. This was the Sunday following the presentation on Tuesday of the news department's special interview with Linda Munsinger. We had, in addition to the Donovan interview, a man-in-the-street sequence of edited interviews intended to give the impression of whether the public understood what was going on.

There was also an interview with some boys at Upper Canada College which we eventually succeeded in getting permission to air.

There was also a sketch which had been most carefully handled because of the sensitivity of the subject and which we thought was a good one and merited airing on the air. There was also a song, with lyrics written by Stan Daniels, which was killed.

So that there was four items we wanted to present. In the end we were able only to present the interview with the boys at Upper Canada College, and that only after a great deal of argument and persuasion on the part of our supervisors, with management, that the program could not possibly go on the air in such a contentious situation with no reference to the subject.

An hon. MEMBER: Would it be possible for this committee to see those films?

Mr. LEITERMAN: I would imagine they are still unextended.

Mr. LEWIS: Mr. Leiterman, if I can interrupt myself with a supplementary, you told us that in one case the general supervisor told you that there was something that was not to be shown.

Mr. LEITERMAN: In the Munsinger thing?

Mr. LEWIS: No, on one other occasion.

Mr. LEITERMAN: Yes.

Mr. LEWIS: In respect of that case, including the three instances of the Munsinger affair that you were not permitted to show, were the supervisors in agreement with you that these things should be shown?

Mr. LEITERMAN: Yes, I believe they were. Now, you may want to go into this in more detail. In a question like this there is always the process by which the report upwards. It is passed on up the line. If there is any unhappiness at the top of the line they may get word to us in various ways. You will hear about this from the supervisor in this case.

That means that we had five items, and I have named them. In the end, four of them were killed and we got one of them on.

This is really point nine (a), which has to do with the Munsinger case. As you all know, the Munsinger interview by the news department was a restricted case. The news department had restrictions on the questions which could be asked of Miss Munsinger.



After that had been covered and after her contract had lapsed with some of the people with whom she had contracts, we had inquired whether a further interview of an unrestricted kind could be done. The answer came back from her lawyer that they were at that time prepared to grant an unrestricted interview since the material had appeared in the magazines with which they were under contract and there was not any need for protection.

We applied to go ahead with this interview, and the price by this time had dropped to a fraction of the original price, and we felt that it was entirely within the limits of our normal programming to go ahead with this interview. We received from top management a total, complete and unequivocal turn-down.

Incidentally, we were not certain whether we would air the interview. The point is that we felt that we should have it and then see whether she had anything new to say. If there was nothing new we had no desire to air the old stuff again.

We ourselves were aware that this matter was inflammatory and could be turned around and used in a fashion that was not proper if people wished, but we decided that we should do this unrestricted interview and then show it to our supervisors and take their counsel as to whether it should be aired. But we received a total refusal.

Mr. LEWIS: You said the price was down a great deal.

Mr. LEITERMAN: Yes.

Mr. LEWIS: Would there be any objection to telling us what the price was, or whether management was going to save a lot of money.

Mr. LEITERMAN: The question of money was not raised. We were advised of the amount, and it was a modest fee. As you know, the original fee was \$8,500 or \$9,000, and it was a fraction of that.

Mr. LEWIS: It was a fraction of \$8,500?

Mr. LEITERMAN: Yes; something in the area of 20 per cent of the original fee.

Mr. LEWIS: A couple of thousand?

Mr. LEITERMAN: Less than that; and that included expenses and all kinds of other things.

Point ten also has to do with the Munsinger case. That was some film we did with Mr. Sevigny. I do not know how much detail to give you on this.

Perhaps I should say that we did some film. I will be pleased to go into as much detail as you wish, but maybe I should complete the list and come back to it.

We were forbidden to use the film which was made.

Mr. GRÉGOIRE: How much did he ask?

Mr. LEITERMAN: For what?

Mr. GRÉGOIRE: To kill it!



An hon. MEMBER: For his T.V. appearance!

Mr. LEITERMAN: That was not an issue.

That is the end of the items. I do not know if the Committee wants to go into it in detail. Maybe this could be left aside.

Mr. LEWIS: I was going to ask quite a large number of questions, but those that I have asked have taken quite some time. I know that other members wish to ask questions but I would like to take a few more minutes to complete my questions. The questions will be short and I think that the answers can be short.

First, as the executive producer, Mr. Leiterman, are you given any authority to hire people to do the program of which you are executive producer?

Mr. LEITERMAN: Yes, that falls within my competence and within my contract, subject, of course, to the supervision of the department.

Mr. LEWIS: In the first instance you are required by your contract to hire people for your program?

Mr. LEITERMAN: That is correct.

Mr. LEWIS: Am I right in thinking that that is your primary duty, to start with?

Mr. LEITERMAN: Yes. The program is put together with many factors but one of the key factors are the people who are on it, and that is why it is in the executive producer's contract that he shall have control of that matter.

Mr. LEWIS: Mr. Watson filed a contract to which was attached a letter making him executive producer of the program Document, and there are statements that he would have the responsibility for general planning of the program series in consultation with the people mentioned; that he would have the responsibility for the selection of scripts and principal artists, and that he would have supervision over and co-ordination of the work of the producers, directors and other staff in the series, as well as maintenance of budgetary control. Are these roughly the provisions in your contract as well?

Mr. LEITERMAN: Yes, they are precisely. I have a copy of my contract, if it is the wish of the Committee to file it.

Mr. LEWIS: Well, that is up to to the Chairman. But, it covers exactly the same words?

Mr. LEITERMAN: Yes. Paragraph (b) says: Responsibility for the selection of scripts and principal artists.

Mr. LEWIS: Were you the one who hired Mr. Watson and Mr LaPierre?

Mr. LEITERMAN: Yes.

Mr. LEWIS: You said there was objection by top management at this meeting on November 18 on the manner of interviewing.

Mr. LEITERMAN: Yes.

Mr. LEWIS: You gave us interviews which were done by people other than Mr. Watson and Mr. LaPierre in this series, one by Mr. Hoyt and one by yourself.

Mr. LEITERMAN: Yes, and the other was by Mr. Zolf.

Mr. LEWIS: I understand you have used other interviewers like Jack Webster from the west coast.

Mr. LEITERMAN: Yes, and many others.

Mr. LEWIS: So, Mr. Watson and Mr. LaPierre could not be held responsible for all the interviews to which management might have objected?

Mr. LEITERMAN: That is correct.

Mr. LEWIS: Did they object to interviews done by people other than Mr. Watson and Mr. LaPierre?

Mr. LEITERMAN: Yes.

Mr. LEWIS: Have you ever had any word from management through your supervisors or any other way on Mr. LaPierre's and/or Mr. Watson's performance, good or bad?

Mr. LEITERMAN: Yes, I have.

Mr. LEWIS: Good or bad?

Mr. LEITERMAN: The comments usually have been negative, where they are made; but, that is not surprising because you do not generally hear from management about the good things.

Mr. LEWIS: Have you ever seen anything in writing in a corporation memorandum referring to Mr. LaPierre as a host or to Mr. Watson as a host?

Mr. LEITERMAN: The only document I have in writing on that subject is the brief, the Haggan document, which makes direct reference to their loyalty and the grounds for their dismissal.

Mr. LEWIS: Have you seen any documents setting out what the host responsibilities are on a program?

Mr. LEITERMAN: Yes, there is a specific corporation policy on that subject which is one of the two numbers I gave you earlier.

Mr. LEWIS: Tell me whether there is any reference in that policy as to how hosts are to behave.

Mr. LEITERMAN: Yes, there is a great deal of detail on that subject and, in fact, Mr. LaPierre is cited as an example of one of the kinds of hosts which are categorized. Perhaps I should quote.

Mr. LEWIS: Would you please.

Mr. LEITERMAN: Well, there is a phrase here. I am reading now from program policy 65/66 dated September 13, 1965. The title of the document "Programming Policies and Procedures, Public Affairs, Programming Hosts and Program Personalities".

Mr. GRÉGOIRE: Mr. Chairman, on a point of order, was this one of the documents that you were supposed to ask, as a matter of courtesy, the C.B.C. permission to have tabled?

The CHAIRMAN: Yes, and this probably would apply to excerpts as well as the entire document.

Mr. GRÉGOIRE: I suggest that if we have some excerpts we should have the whole text.

Mr. LEWIS: Mr. Chairman, I do not see why. Perhaps I will put the question to you this way—and I have not any idea what is in that document: Would you tell this committee whether Mr. LaPierre is mentioned favourably, unfavourably or neutral in that document?

Mr. LEITERMAN: He is mentioned—

Mr. BASFORD: Well, Mr. Chairman, that amounts to the same thing. If we are going to have interpretive questions of whether Mr. LaPierre is regarded favourably or unfavourably it would be better to have the text before us. At the moment, we have asked the Chairman to ask, out of courtesy, the C.B.C. whether or not this document could go into the record.

Mr. LEWIS: Mr. Chairman, I will not press it now, but I do want to say that so far as I am concerned, as one member of the committee, if the corporation objects to this being filed or tabled, one thing this committee ought to know is whether in a document which could not have been earlier than December 25 because, if I remember what the witness said, he referred to two documents, one of which was December, 1965 and the other February, 1966—

Mr. LEITERMAN: September 13, 1965, is the one that I wished to quote.

Mr. LEWIS: I thought you said December. But, it could not have been earlier than September, 1965, or a very few months thereafter that this man was dealt with and I, for one, would want to know what the corporation document said about him, if anything.

Mr. LEITERMAN: Mr. Chairman, it seems to me, this is a highly relevant line of questioning because this document contains a complete and total refutation of the arguments advanced by senior management, the press, and other media, including the meeting of the C.B.C. board of directors. As I say, the document is a complete and total refutation of the arguments used against Mr. LaPierre's performance.

Mr. LEWIS: The Chairman has suggested—and I do not want to go behind this document so far as the actual text is concerned—that we leave it for the moment. But, I asked you earlier, and I will repeat the question—and please answer it, if you can: Have you heard or seen anything and, if you heard it, who told you, that would help us to know what the corporation or management thought of Mr. LaPierre's or Mr. Watson's performance?

Mr. LEITERMAN: Yes. I was told by the general manager at a private meeting—that is one of those two man, man to man, conversations—what management thought of Mr. LaPierre and Mr. Watson.

Mr. LEWIS: What did he say?

Mr. LEITERMAN: Well, again, I guess I should ask whether I am privileged to report what was said in that meeting. It was a meeting to which the general manager invited me, and I have no idea of my rights.

Mr. ASSELIN (*Charlevoix*): Was it a private meeting?

Mr. LEITERMAN: Only he and I were present, and I was present at his invitation.

Mr. LEWIS: Well, that is perfectly good evidence. We are trying to find out what happened between you people.

(Translation)

Mr. PRUD'HOMME: We will put the questions to the other one and we will see.

Mr. LEWIS: We will have two answers.

Mr. PRUD'HOMME: I know which one you will believe.

● (4:00 p.m.)

(English)

Mr. LEITERMAN: In the afternoon of April 14—and this followed a meeting by Mr. Walker with Mr. Haggan and his five supervisors—at the meeting with Mr. Haggan and the supervisors Mr. Walker gave Mr. Haggan until five o'clock that afternoon to give him his word that "Seven Days" would continue without the hosts. Mr. Haggan told Mr. Walker that he would have to consult with me because I was responsible for the hosts. Mr. Haggan consulted with me and I with my colleagues and in the process of that consultation a phone call came from Mr. Walker, asking to see me, and I went to the meeting.

Mr. LEWIS: What hour of the day was that?

Mr. LEITERMAN: By that time it was 4 o'clock.

Mr. LEWIS: In the afternoon?

Mr. LEITERMAN: Yes. The previous meeting had been at 2 o'clock and it lasted until 3 or 3.30, and at 4 o'clock the phone call came for me. The request was put to me by Mr. Walker whether I would agree to going ahead with "Seven Days" without the hosts. It was not so much in the form of a request as in the form of an ultimatum; and I was told he would like to have an answer by 5 o'clock that afternoon.

Mr. LEWIS: Did he tell you why he was so rushed?

Mr. LEITERMAN: He mentioned the meeting of the C.B.C. board of directors in Halifax.

Mr. LEWIS: You mean the one that took place last week?

Mr. LEITERMAN: The following Tuesday.

Mr. LANGLOIS (*Mégantic*): Why do you distinguish between an ultimatum and a request?



Mr. LEITERMAN: Mr. Walker said I was to tell him by 5 o'clock that afternoon whether or not I would go ahead, and if I was not prepared to do so by 5 o'clock the assumption would have to be that I was not prepared to go ahead with the program without them.

Mr. LEWIS: I understood you to say that the reason he gave for rushing you was that he wanted to settle the matter before the board of directors met.

Mr. LEITERMAN: That is not absolutely accurate but he mentioned it when saying he wanted a decision by 5 o'clock. But, I have no idea whether or not he had other reasons.

Mr. LEWIS: But he mentioned it.

Mr. LEITERMAN: Yes.

The CHAIRMAN: I should tell members of the committee that I was just told by a senior officer of the C.B.C. that there is no objection whatsoever on the part of the C.B.C. to this document being produced or quoted from.

Mr. LEWIS: Thank you.

Mr. FAIRWEATHER: Mr. Chairman, we had better clear it up; get it tabled and have a copy made.

The CHAIRMAN: We have until 5 o'clock.

*Translation)*

Mr. PRUD'HOMME: Would it be possible to always have here a senior representative of the C.B.C. who would answer questions whenever necessary.

The CHAIRMAN: That is what we do now.

*English)*

Mr. LEWIS: Mr. Chairman, we will let the witness pull out this document.

Mr. LEITERMAN: It is document 65-6 relating to policy on hosts and program personalities.

Mr. LEWIS: Mr. Chairman, will we have this photostated?

Mr. GRÉGOIRE: Yes, I think it should be done right away.

Mr. LEITERMAN: I notice that I have underlined some paragraphs.

Mr. RICHARD: What is the date?

Mr. LEITERMAN: September 13, 1965, and it is signed by the director of program policy, Mr. Bennett.

Mr. LEWIS: Mr. Chairman, do you not think we should have it copied immediately because we will need it to ask questions.

Mr. GRÉGOIRE: There will be little difficulty in having it photostated.

Mr. LEITERMAN: It is only a four page document.

Mr. LEWIS: What is the other document?

The CHAIRMAN: It will take 25 minutes.

April 26, 1966

Mr. LEITERMAN: The other one I would wish to table is "Policies and Procedures on the Handling of Satire Programs", policy number 66-2, dated January 3, 1966. There are one or two others which may be of interest to the members of the committee.

Mr. LEWIS: Mr. Chairman, can we not table all of them and then have Mr. Leiterman tell us what they are. I think we should have them all made part of the record.

Mr. GRÉGOIRE: Mr. Chairman, I see that another member of the C.B.C. has a copy and perhaps Mr. Leiterman can keep one copy and have the other copy photostated rightaway.

The CHAIRMAN: Is that the wish of the Committee?

Some hon. MEMBERS: Agreed.

(Translation)

Mr. PRUD'HOMME: We should have more copies for the members of the Press.

The CHAIRMAN: We always give them the copies.

Mr. PRUD'HOMME: No, not always.

(English)

Mr. FAIRWEATHER: Particularly, the one on satire.

Mr. LEITERMAN: Well, the other document that I would have wished to table is "The Summary of Objectives". This is a different kind of document this is a statement of the objectives put forward by the public affairs department. It does not have official status but I think it relates to a number of matters at issue here. If it should be the wish of the Committee I would offer it as well.

Mr. LEWIS: Is that statement of objectives by the program department approved or not yet considered by those above the department?

Mr. LEITERMAN: I would have to clarify that because I am not sure.

Mr. LEWIS: Mr. Haggan would know.

Mr. LEITERMAN: Yes, and Mr. Gauntlett would know. Since the department puts it out, this sort of thing, may not even be subject to approval from above but it is departmental policy.

Mr. LEWIS: Would you go back to the first document dated September 1, 1965, or whatever the date is, and read what it was you were going to read before.

Mr. LEITERMAN: It is in two segments.

(Translation)

Mr. GRÉGOIRE: I want to raise a point of order, Mr. Chairman. A photostatic copies being made?

The CHAIRMAN: I am engaged in doing it.

(English)

Mr. LEITERMAN: Mr. Chairman, my copy is marked and I do not know whether the Committee objects to this. However, if this is the one that is photostated you will find underlined the points I would have to make.

Mr. LEWIS: Well, so long as you do not have any disrespectful words in the margin I do not think your underlining will matter.

Mr. LEITERMAN: There are no disrespectful words. The document covers in great detail the development of the host concept. And here, I would like to make a comment that I think should be relevant.

Program policies are developed by programs. They change as programs change. The situation is not that a committee sits down and drafts a policy which hosts or interviewers shall follow. What actually happens is that the program is made, it does a number of things and, by that practice, certain kinds of concepts grow up, and they are either approved, debated or disapproved. In the end, a policy is hammered out. The reason a policy is required is so there is some document which everyone can refer to in order to justify or condemn what has been done. The policy as prepared by the department goes to management and, eventually, is approved, at which time it becomes, in a way, codified, distributed to all concerned, and then stands until it is revised. Perhaps from time to time—it may be every one or two years—this kind of a document would have to be revised. That is related to the point I made earlier about the evolution of television. There is little in this document which would have made any sense at all even five years ago; ten years ago it would have been meaningless.

The first area of discussion is called the classic type host or chairman, and here is some discussion. You will have to forgive me for the language but I was not responsible for authoring it. I suppose it has to be precise.

The quotation I would make here is the following one, of which the last sentence is the pertinent one:

As television styles changed the film documentary and magazine techniques which were adopted brought about a change in the role of the host. He was no longer simply the moderator of a panel but a scripted narrator and interpreter of what was seen and heard. Occasionally, by intonation or facial expression he would convey his own feelings to the audience about some preferential issue, but by and large he restricted himself to the script.

I mention in that particular case a great deal has been made by the president and general manager of the corporation, in my presence, about Mr. Pierre's tear, and the words they were expressing are, in fact, included in the record. So, I will not comment upon whether or not it is proper for the corporation to have a policy which goes into the kind of detail it does of the expression a man should have on his face. But it is in the document and it has become part of program policy. Therefore, it seems to me to be permissible under the policy of the corporation, and that I, as the producer, should not be criticized for it having occurred on the air, nor should the host be fired because among other things, happened.

The second category refers to what the document describes as a permanent programming personality. Its normal parlance has become known as the P.P.P. And the P.P.P. is described at some length. I will read the relevant parts of it:

The Permanent Program Personality—this is usually a person of some standing or reputation in his own right, established from such professions as journalism, academic life or politics, who handles the presentation of a particular item or several items in a number of different contexts. Such a permanent program personality may conduct interviews or express views current in the public mind, some of which may be provocative.

Then it goes on to say:

The success of such permanent program personalities will depend on their ability to stimulate audience interest in the subjects at hand and their capacity to demonstrate the importance, urgency or high interest of a particular subject or situation.

May I then draw your attention to the following sentence:

A permanent program personality will, therefore, project a considerable degree of individuality.

There is also a section on the conduct of the permanent program personality including a), b) and c) above, and it includes what I would describe as the restraining phrase, which is equally important and which the P.P.P. should have.

While they may be encouraged—

“They” refers to the permanent program personalities.

—for the purpose of stimulating and engaging the audience and giving point to the issues presented, to comment within reason or context, they should refrain from expressing overt or implied judgments or conclusions on controversial matters.

Mr. LEWIS: Is any name mentioned in that document?

Mr. LEITERMAN: Yes, Mr. LaPierre is cited. May I pass this question for moment? We can go on, and then I will return to it when I find his name in the document.

Mr. MACDONALD (*Prince*): Who produced that document?

Mr. LEITERMAN: It is signed by the director of program policy, Mr. D. J. Bennett, dated Ottawa. In fact it is the work of the program department. Really I think I should ask you to refer that kind of question to my supervisor, Mr. Gauntlett, or Mr. Haggan, who can tell you precisely how it has developed. It came to me in draft form and I was invited to make comments, if I wished. It then goes back and is redrafted, and eventually a policy comes out.

Mr. LEWIS: Is this the Corporation policy under the heading which you read?



Mr. LEITERMAN: The official Corporation policy on hosts and program personalities.

Mr. MACDONALD (*Prince*): Is it available to all hosts and interviewers?

Mr. LEITERMAN: It is a confidential document. It is not available to hosts or interviewers but it is available to all producers, and in fact they are obliged to follow it. It is their job to interpret it to the people they hire in terms of that policy. It would not be proper to put it in the hands of the hosts.

Mr. LEWIS: Subject to Mr. Leiterman finding the reference to LaPierre, even though I have many other questions, I am going to stop now.

Mr. STANBURY: Mr. Chairman, Mr. Leiterman's testimony has shown us a situation in which there seems to be constant stress and pressure between the management levels and the production levels in a program of this kind. It seems almost from what he said that this sort of constant pulling and pushing is inevitable in this kind of program where new ground is broken. Is this not so?

Mr. LEITERMAN: Yes, I would agree with that.

Mr. STANBURY: I notice that in your statement you said that the principles, and the proper practices of the C.B.C., offer any reasonable person all the freedom he could ask. Did you feel, despite the stresses that you have encountered, that you have had all the freedom that you could ask, except during this most recent period when you feel that matters have deteriorated somewhat?

Mr. LEITERMAN: No, sir. My view is that the Corporation's principles and practices were not followed. They do offer you that freedom and all the freedom that anyone could ask, but during the lifetime of this program—and indeed in my personal experience before this program, although it has become more acute in recent months and years—there have been a great number of times when the practice of that freedom has been violated by the frequent practice of senior management of not following the rules, which senior management have laid down, of consultation with the program department.

Mr. STANBURY: Is this not simply a matter of interpretation? In your judgment these have been clear breaches of lines of authority?

Mr. LEITERMAN: Yes, the lines of authority have been breached, but I think the key here is that you cannot run a program by a list of policies. It is almost beyond the ability of any human intelligence to draft a policy which will cover someone like Laurier LaPierre, or anyone else who might host a program. You cannot possibly foresee that he might suddenly react to an item in an emotional way and have the camera pick up a tear coming from his eye. You cannot imagine that he will raise his hands in the middle of an interview, to which management objects very strongly. The president has, in fact, spoken to me about this very specifically. Obviously you cannot draft a document which could say "At that point the man should hold up his hand". What is needed is the willingness of senior management to let the program department work this kind of thing out over the years, as this is always done, and make responsible

decisions in the light of the program as it develops which, of course, management refuses to do, and not to intervene directly in a program against a particular individual or a particular story. It seems to me that is not the function of management. Of course management gets tired of constant bickering back and forth and of constant challenges from the program level. Management should not have anything to do with those challenges; they should be handled by the program department. If the producers are challenging too often, they should be handled by the level of people who have the time and constant experience of dealing with them.

Mr. STANBURY: The picture that seems to come out of your testimony is one of two groups, each saying "leave us alone", one is the production department, for which you are speaking, which says "leave us alone and let us produce", and the other is the management group saying "leave us alone and let us establish policy; you just carry it out". Do you feel that the principles that are laid down in the documents that have been filed are sufficient to define the proper way of coping with this dichotomy if they were applied in good faith on both sides?

Mr. LEITERMAN: I think in general the policies can be made to work.

Mr. STANBURY: Do you feel it is a matter then of the personalities that are applying the policies?

Mr. LEITERMAN: No, because I frankly do not understand, given management's current view about interviewers as the present general manager has expressed it to me, how they ever approved of this document. It is clearly contrary to everything they presently believe. However, the fact is that it is the Corporation's policy and I, of course, am obliged to follow it. It also gives me some protection, or should, against arbitrary decisions from high up which are contrary to that policy. In this case it has not offered me any protection.

Mr. STANBURY: I think you said earlier that where there is conflict between the production level and the management level, after there has been full consultation provided for by these various documents, the management must have the final say.

Mr. LEITERMAN: Yes.

Mr. STANBURY: You do not subscribe to the three principles that the producers association has enunciated within the last few days?

Mr. LEITERMAN: It is my view that meeting the demands of the producers' associations is the only possible way of coping with the current management.

Mr. STANBURY: But your suggestion that management should have the final say is surely inconsistent with one of the principles set down by the producers' association that disputes should be subjected to compulsory arbitration?

Mr. LEITERMAN: Yes, and let me try to deal with that inconsistency. When you ask me that and I say that I believe management has the right to manage, I think we have to understand that that is a qualified right and that it is the right to manage in consultation and co-operation with all departments which work under management. Therefore, if management decides it is not interested in the views of the department which it has appointed to develop such things as

programs, then nothing works. In the end management has the right to fire anybody, to change any policy, to burn up the policy on program personalities, but if this continues the way it is, I am sure it will be revised very shortly. This is a qualified right in the sense that I believe management is a public trust and that the department itself has certain public responsibilities which Mr. Haggan has himself discussed from time to time.

Mr. STANBURY: I thought you had made the point that once the proper consultation was held, then management must have the final say. However, the producer's third point is that if there is any disagreement arising from the consultation, the disagreement should be arbitrated.

Mr. LEITERMAN: I would suppose this would be something like the practice used in most labour management situations where no one questions the right of management to fire anybody, but it is a qualified right, if there are unions or associations involved, so that arbitration may in fact take place between the collective strength of the labour union and management.

Mr. STANBURY: I think I understand their purpose. I am trying to find out whether you subscribe entirely to the principles or whether you have a different concept of how these disagreements should be settled after consultation.

Mr. LEITERMAN: I can see a need for some kind of collective strength for producers in situations like this. The Corporation has run very well without producers' associations. I would suppose a properly run corporation would not require a collective action on the part of the producers. After all, they are in part considered to be a branch of management. However, in the present situation it seems this system is not working, so the producers have taken this action.

Mr. STANBURY: It is clear that you consider the Corporation to be improperly run at the moment. You also mentioned that these principles, enunciated by the producers' association, are perhaps the only solution in dealing with the present management. You are saying, then, that there is a breakdown of understanding, of communication and community of interests between the production people—at least in your department—and the management, or the senior management, of the C.B.C.

Mr. LEITERMAN: Yes, and not only in our department. I would say it applied to all departments. The producers' association represents all departments, and they all have similar kinds of difficulties.

Mr. STANBURY: In trying to define this breakdown how do you identify the senior management with which the production people cannot see eye to eye?

Mr. LEITERMAN: Primarily the senior management group is considered to include the president, the executive vice-president, Captain Briggs, and the general manager, Mr. Walker.

Mr. STANBURY: I think you used the words "difference of principle". I gather from what you said that there is a difference of principle in the attitudes of these two groups towards their functions.

Mr. LEITERMAN: I am not sure if I used the word "principle", and I am not sure that even if I did use it it would be a correct word. There is certainly a



difference in attitudes. To me the word "principles" refers to the basic things that the Corporation has always stood for, and I do not think there is any difference on that.

Mr. STANBURY: There seems to you to be divergence in views between those two groups over the function and nature of a public affairs broadcast? Do you attribute this to any particular cause?

Mr. LEITERMAN: I think it may have something to do with the evolution of television. It also appears to have something to do with what, from our level, looks like a gradual retreat by senior management from anything that requires courage or progressive attitudes. I may put it in another form. We have the impression that senior management is increasingly giving the safe and tranquil solution to problems.

Mr. STANBURY: From what has been said I gather they have quite different backgrounds from the production people. Perhaps they have difficulty in understanding the thinking of the production people.

Mr. LEITERMAN: There is certainly no one in senior management who has come up through television. Television seems to be a very different kind of medium from radio. Many of the reasons for this are set forth in some of the documents. One of the reasons is that it is visual, because of its enormous impact: a lot of the old rules are different, and you find, in many places, a great deal of misunderstanding about how television works and how the visuals work. Indeed, we are all just finding out how they work. It is a highly experimental thing.

Mr. STANBURY: How do you feel this curtain should be penetrated? Do you feel that experience in television is lacking at the top management level and that it is a serious inhibiting factor in the development of this kind of broadcast?

Mr. LEITERMAN: I do not think it is proper for me to criticize management for lack of experience in something which, during management's operational days, was not in existence. But to come directly to your question, it seems to me the program department in television, in all departments, in drama, festival public affairs and so on, as well as children's programs and light entertainment has been learning how to use the medium. This has been done by the process of trial and error, and many bad programs have been dropped and changes have been made. However, the people who work day by day in those departments—do not mean the producers alone—are part of the structure which includes the whole program department, supervisors and general supervisors. These people are working day by day in the medium and, hopefully, they learn from their mistakes about how it can work. It seems to me—this is just my opinion from where I sit—that if management were to give these people the responsibility which in fact management has officially given them, if management were in fact to allow them to continue the development of programs, to throw out programs that do not work, to try new ideas and innovations which are essential, if that could be done without the constant nervousness of management which leaves us, supervisors, not knowing from day to day what program will be killed, what



item will be dropped or what producer is not going to be hired, or what host is going to be under the gun, that it then might be possible to work this out in a way that management could come along and review. Of course management is responsible. They are responsible to parliament and to the country; and they must carry a continuing responsibility; but it is considered to be a shared responsibility; and surely it should be shared with the program department.

There is a good deal of historical background here which I am sure Mr. Haggan will want to go into.

Mr. STANBURY: There is what senior management might describe as responsibility and what you are, in effect, describing as timidity. Do you feel this arises out of the nature of public broadcasting, or need it arise out of the nature of public broadcasting?

Mr. LEITERMAN: I do not think it needs to arise. It does not seem to me that this is a situation where you have a highly conservative management group and, at a lower level, a group of people who are demanding freedoms to do this and that, that have not been, or should not be, done.

I think you will find, on examination of some of the cases that I have gone into, and others you might want to ask our supervisor about, that there is a great deal of responsibility even at the lower level. Even at my level as a producer I have a staff which turns in all kinds of story ideas, and it is my job to sort them out and throw out the ones which, I think, go beyond what Corporation practices or policy are, or ought to be.

I am checked by my supervisor and he is checked by the general supervisor. This is the structure.

Mr. STANBURY: Is this same sort of trouble present in private broadcasting, or do they get the opportunity to produce programs like this?

Mr. LEITERMAN: I believe there is very little public affairs programming on the private network in Canada.

Mr. STANBURY: So that the same problem has not arisen in private broadcasting, so far as you know, because the same opportunities have not been present.

Mr. LEITERMAN: I think that is true.

Mr. STANBURY: And, in fact, do you feel that it would be possible to reduce the programs you have produced on "Seven Days" on private stations?

Mr. LEITERMAN: Well, they would have to be sponsored, and I think that it would not be possible.

The CHAIRMAN: Does the Committee want a stretch before the last portion of the afternoon, with a quorum re-assembling right after it?

Mr. PRUD'HOMME: Five minutes and no more.

The CHAIRMAN: We will adjourn for five minutes.

After recess.

(Translation)

The CHAIRMAN: I would ask the members to speak directly into the microphones.

(English)

Will the members be careful to talk into the microphones. It seems that what is being said is hard to follow sometimes.

Mr. BASFORD: Mr. Leiterman, to go back to the meeting of November 18 when Mr. Walker said to you that he did not want any more trouble with the program, did he say he did not want any more trouble with Parliament about the program, or words to that effect? Did he give you that idea?

Mr. LEITERMAN: No, there was no reference, that I recall, to Parliament.

Mr. LEWIS: Or to members?

Mr. LEITERMAN: No.

Mr. BASFORD: Did it appear to you that there was concern because the program had been mentioned in Parliament a number of times?

Mr. LEITERMAN: The discussion was very broad-ranged, and I do not recall at that meeting any such mention. At earlier meetings with me, or at one earlier meeting with me, Mr. Walker had mentioned the program being constantly in the press and the House of Commons, but that was at another meeting.

Mr. BASFORD: What I am getting at is: Is this a consideration with management?

Mr. LEITERMAN: I can only give you my impression, and my impression would be Yes.

Mr. BASFORD: I am not one of those who have ever got up in Parliament and commented on this or any other program, and I disagree with members who do it, but members unfortunately do this—

Mr. LEITERMAN: One occasion—this is a point just to amplify my answer—would be the famous sketch on the Pope, for which management apologized on behalf of the Corporation and on behalf of ourselves as programmers.

That apology followed a good deal of criticism in Parliament, and that criticism had been noted, yes.

Mr. MACDONALD (*Prince*): This was a sketch on what?

Mr. LEITERMAN: On His Holiness, The Pope. It was aired around October. It was not a sketch on the Pope; it was a sketch on a network executive who was talking to the Pope.

Mr. FAIRWEATHER: But Parliament was not there.

Mr. LEITERMAN: But there was comment by members.

Mr. BASFORD: Is it not part of management's function to do a good P.R. job with the Minister and with Parliament in order to obtain from Parliament as much money as possible for the C.B.C.

Mr. LEITERMAN: I do not really have an opinion on that. I do not seek to evade the question. I suppose it is commonly held to be the case, yes.

Mr. BASFORD: And each time the C.B.C. gets into "trouble" in Parliament this endangers their budget, or it looks as if it might endanger their budget.

Mr. LEITERMAN: I do not know really if I have anything useful to say on that.

Do you want my opinion on this, or is—

Mr. BASFORD: Can you say that this would be a consideration with management?

Mr. LEITERMAN: Yes, I can.

Mr. BASFORD: I would like to go into some of the instances you described where management had to put its foot down on certain items such as the two programs, the one on over-medication and the one on capital punishment, where management refused the program permission to tell people to write to their M.P.

Mr. LEITERMAN: Yes.

Mr. BASFORD: Is this part of established C.B.C. policy?

Mr. LEITERMAN: Yes, there is established C.B.C. policy on this subject, which we have always adhered to, and which is that programs shall not invite or suggest to their viewers that they contact members of Parliament or the Prime Minister, et cetera, unless it is a matter of considerable substance. I do not recall the exact phrasing, but it is intended that it shall not be done frivolously, or for minor things, but only on subjects of major consequence.

Mr. BASFORD: I wish I had known of that policy when I did an interview for "Seven Days" and I told people to write to the Prime Minister, and the interview was never shown.

Mr. LEITERMAN: It may yet be shown.

Mr. BASFORD: Well, to go back, then, this is an example of established policy, that you are not allowed on a program to tell people to write to their M.P.?

Mr. LEITERMAN: The program may ask people or invite people to write only if it is a matter of great substance and of weighty consideration.

My point here is that in both stories I mentioned—capital punishment, which was under consideration by parliament, and over-medication, in which, if you saw the program, a great deal of new ground was broken, and on an important subject which has to do with the operation of one department of government—it seemed to us to be, therefore, of concern to Parliament. We felt that these were of sufficient weight; but we were not allowed to cover them. This was after the November date and we simply were not permitted to cover them.

We discussed it in our own department, and the answer was that this was something they felt it would be unwise to put to management in view of the agreement that we would not ask management for anything.

Mr. BASFORD: So the policy, as I see it, is not whether to tell people to write or whether the subject is worth writing about?

Mr. LEITERMAN: Yes.

Mr. BASFORD: Yes; I had misinterpreted your earlier remarks.



You discussed some of the programs that have been disallowed because of considerations such as the news department having already sufficiently covered them. Surely this is simply a budgetary consideration, is it not?

Mr. LEITERMAN: Not really; although budget can also enter into it. But in the case of the Harold Wilson press conference the tape was in existence and it would have cost absolutely zero for this tape to be used by another program. It was simply a question of whether or not it was management's view that "Seven Days" ought to cover this story, and it was their view in this case that "Seven Days" should not.

In the case of the "Peacenik" march there would have been a matter, I suppose, of \$150 involved in having our cameraman do what was eventually done, and eventually there was agreement. This is not to say that it is not important that means be found to avoid duplication of programs, and there are such means, and generally they work very well. The means are intended to avoid having several camera crews covering the same story; although there are times when you must, in fact, have more than one crew because it is doing an entirely different job and also because the requirements of the news department are for instant coverage of an event; whereas a public affairs program, or, perhaps, a documentary, may be doing a very different kind of thing, and may film a different aspect of it.

Mr. BASFORD: Was this not part of the row you got into with the news department over the election?

Mr. LEITERMAN: Yes, it is part of it. The election difficulty with the news department was simply that we wished to do a program which would deal with a number of the speeches that were being made by party leaders in various parts of the country. The news department had an obligation to cover most of the speeches for their own needs. They felt—and, I think, with a good deal of justice—that it would be difficult for them in the handling of the news, in the chronology and balancing of the leaders' views, if their footage were relayed to another department. What happened in the end was that we did all of our filming and they did theirs.

This, of course, cost more money, and that is a regret, but it seemed to be the only way to handle it; and everybody in the end was satisfied, although I would have been happy to have their "outs".

Mr. BASFORD: But, unlike yourself, who are concerned with the production of one program, is not management concerned with the total program content over the whole of broadcasting, day in and day out?

Mr. LEITERMAN: Yes.

Mr. BASFORD: And concerned with endeavouring to avoid too much attention or money being spent on one item?

Mr. LEITERMAN: Yes, that certainly is the function of management. It is more directly the function of the program department who are charged with the specific duty, by corporation policy, of making sure that fairness is followed and that there is a policy sheet on the question of political broadcasts and the fairness and balance in them, and so on.



Mr. BASFORD: I was really not referring to that; but it seems to me that management must concern itself with, on occasion, creating the impression that too much money has been spent on some particular item.

Mr. LEITERMAN: Yes, indeed.

Mr. BASFORD: And, therefore, in line with that, the Corporation is entitled to prohibit one particular program showing another item on it.

Mr. LEITERMAN: Yes; but, again, it seems to me that this should be done at the program level; agreement should be reached that, if there are two programs which either accidentally or by choice want to cover the same subject, then the program level should decide. And, I do not mean the producer; I mean the supervisors and the department head are the ones who ought to do it. But, this subject to review by management, which is again responsible. But, it would be wrong for management to make that decision simply because it overrides the proper responsible level. In other words, in the case of these Committee hearings, if this Committee had been opened to television coverage and if it were the desire of the news department, and I suspect it would be, to have a camera here, they would bring in a certain kind of camera with magazines which carry a certain footage to meet their needs. But, it may be the desire of the public affairs department to do a lengthy documentary on the Committee's hearings in the same way that *Maclean's* magazine might do a different kind of job on a daily newspaper. Then, it might be necessary to use different or additional facilities to do that although, ideally, one would try to use the same kind and, thereby, avoid duplication. On tape you can use the same but on films you have to use different ones.

Mr. BASFORD: With regard to the items on the Munsinger case, for example, in which the C.B.C. has been criticized for spending too much money, was not management, therefore, entitled to limit the number of items which you show?

Mr. LEITERMAN: Well, I think we have to deal with two things here: whether Gerda should have been interviewed again, which would have required the expenditure of more money; and whether the program should have been allowed to air five items on the case in that week when it was a major news story throughout the country, when these five items were not necessarily either expensive or beyond the normal program budget. Also, in a couple of cases there would be no direct cost at all. In the case of the song, Dinah Christie gets paid anyway. The lyric writer gets paid and the sketch writer gets paid. If we are dealing with the question of the second interview of Gerda then, yes, indeed, I thoroughly agree the major consideration would be whether the Corporation should spend further money after a very expensive adventure already. And, in this case we felt—and I think the program department felt—that the very low price for the unrestricted interview, judged on the basis of the great restrictions on the first one and the possible importance of understanding the whole case, we should have a chance with a good reporter—I mean a reporter who had a chance to do an unrestricted interview—to go back on it. That is a retraction that was intended.

I am not saying that the first interview had not been done with great competence and skill but rather, that the nature of the restrictions on it meant

April 26, 1966

that a lot of relevant questions could not be asked. It was our intention to ask these questions and it was our view it was perfectly possible that a good deal of what Mrs. Munsinger said could be broken down by a good interviewer doing an unrestricted interview. In fact, I think what has come out since in the inquiry substantiates our view that it might have been possible to bring that kind of thing out by a further interview.

Mr. BASFORD: So, you would not concede to management the right of making that decision for budgetary considerations?

Mr. LEITERMAN: Oh, yes, I would. But, I would say that management should have made it in consultation with the department. Maybe I have made that point enough and I do not need to go into it again. But, the department has to weigh the question of budget of the program, of the interviewer, and these are men whose full time job it is to make judgments of that kind. It is my assumption from what management has said and from what I have learned that management has a great deal more to do and is unlikely to be able to devote a great amount of time to examining the factors of any given case and is farther removed from the decisions at the levels where programs are made. But for it to make this without consultation is where the danger arises. Management must be responsible and if it desires to make the decision contrary to its own program department it has that right.

Mr. BASFORD: But, you concede them that right?

Mr. LEITERMAN: Yes, indeed.

Mr. BASFORD: Has management not a public relations role in the situation? I am a member of Parliament, voting money to the C.B.C. I am one who is very sympathetic to the C.B.C. but I think they made fools of themselves in spending the money they did on Gerda Munsinger. Is that not management's consideration—

Mr. LEITERMAN: Yes, indeed; I would agree with that.

Mr. BASFORD: —rather than the program's responsibility?

Mr. LEITERMAN: No. I think it is primarily the program department's consideration because you must not take the view—I do not take the view—that the program department is not concerned with exactly the same things that you raise, which are management's concern; the spending of money; whether too much attention is paid to something; whether there is too much on the air, and so on. In fact, the program department supervisor spends a great deal of time checking, balancing and making sure a thing is properly handled—and, the fact, you know, the supervisors' job, it is their function to interpret the policy directives. I have a less intimate knowledge of all the corporation's program policy directives than you might expect me to have because my function is to produce the program. My supervisors are intimately familiar with these policies and they are constantly drawing them to my attention by chapter and verse where there appears to be a danger of a violation, or when it needs to be considered. So, I am not obliged and, in fact, I do not have a close and detailed

knowledge of all the policies. I must have a pretty sound idea of what they are and I presumably operate on that basis. But, as I said, I am subject to all the checks of my supervisors and they, may I say, are experts on programs policies.

Mr. BASFORD: But the ultimate responsibility here lies with management.

Mr. LEITERMAN: Yes, indeed; there is no question about that.

Mr. BASFORD: But, you would add, "after consultation".

Mr. LEITERMAN: Yes.

Mr. BASFORD: One thing that has worried me throughout the hearings so far something you touched upon with Mr. Stanbury on these exciting programs we have been talking about: first, Close-Up; then, Inquiry, and now Seven Days, developed under the present management—and I am not trying to justify present management at all. The policy statement that you have laid before us today came into existence under present management. What has gone wrong?

Mr. LEITERMAN: Well, these things happened under present management at such times when present management was exercising what seemed to me to be proper function: intelligent management with great discretion and skill; that is another way of saying that consultation followed and departments which are responsible for different things were allowed to develop programs. "Seven Days" was not the creature of management. It was not a case of some very senior executive of the corporation sitting down and saying: "Let us have a program and call it "Seven Days"; let it be a magazine type and let it deal with controversial subjects". If, like all other programming, it is developed by the program department, it would have to decide what gaps there might be in it, what possibilities there are for new developments and that sort of thing. In this case there was a desire to have a journalistic program of a magazine type which could cover the current affairs of the country and, hopefully, the world, at the budget would allow. That was the concept which was developed in detail by the producers over a period of many months—it took more than two years; it was then pushed up the line through the department—and I will not go into the entire chain—and was approved. But, you have to understand—and I am sure Mr. Haggan will tell you more about this—that he has the primary responsibility for the spending of money in his department. He has a certain budget, and he decides with his colleagues and with the producers that it would be useful to present a program like "Seven Days". He has to find the money for it; then his budget is set up and eventually management has to approve of this. But, this is the way the system works. Have I answered your question?

Mr. BASFORD: Yes. These types of programs developed, you say, because you had management exercising skill and intelligence.

Mr. LEITERMAN: Well, it has been said in other ways with some accuracy that some of these programs were developed more in spite of than because of present management.

Mr. BASFORD: I was wondering whether you were going to say that all during the time you were answering.



Mr. LEITERMAN: Well, I am trying to be as fair as I can be to men that I know have an enormous responsibility. I do not underestimate the kind of responsibility that they have to bear to the country or the problems they have, nor the immense difficulties of dealing with this kind of programming. Controversy, in itself, is dangerous for management and, of course, it is aware of it. I am not unaware of it. My only argument, and the only case really that I have, is that it is really the function of the C.B.C. to experiment, to try things, to support controversial programming, to examine the demands with which you are faced, and presenting sides even though this might arouse controversy. To take an extreme example, birth control pills; you can imagine how much time and debate has gone into a subject like that in the program department, with the supervisors, and with senior management. The point is that in the end someone had to put a program on which made reference to the phenomena of the widespread acceptance by females of birth control pills. This is an example of the kind of thing, of course, which is going to be controversial; but, it is part of the development of our society and it cannot be ignored.

Mr. BASFORD: You began your first answer with certain words, which I did not take down, but you said something to the effect that this type of program developed during a period when management was exercising skill and intelligence. I would like to know who has lost their skill and intelligence?

Mr. LEITERMAN: I do not mean to suggest there was a period of certain months; all I meant to imply was the fact that the program has gone on, management has supported it, and this must be accounted to the credit of management. In my view, the fact that that happens is a reflection of the skill and good management of the corporation at its best. I do not hold a view that senior management is composed of people who—it is difficult to put it in negatives; I try to put it in positives—I am aware these men have great responsibilities and I am sure that they are doing their best to deal with them in a fair and equitable way, and we are doing the same thing. If this appears to be a contradiction, sir, of some of the things I said earlier, it is not because from time to time there seems to be less evidence of the intelligence and skillful management one hopes will always be present.

Mr. BASFORD: Who has lost that skill and intelligence?

Mr. LEITERMAN: I would not wish to say that any individuals either had it or lost it; I would rather, if I may, just reflect, for you on how it appears at the program level. You must understand that I do not have, as a producer, a great deal of contact with management and the producers in the corporation very seldom see them. The only reason I have seen members of senior management more often has been because of the kind of two man conversations I mentioned to you and, on a few other occasions because "Seven Days" has been so much, suppose, in the public eye. So, I have some idea of what individuals in the management group think about the program and some idea of how they wish the program would behave. I have a much better idea about that, particularly because of the events of the last few days, because management has been very outspoken about what they want and do not want, and what is going to happen if it does not work that way.



Mr. BASFORD: I do not want to take up too much time because Mr. Fairweather wants to put some questions. You mentioned at one point a program counsel. Who is he?

Mr. LEITERMAN: Well, that is one of those bodies that I know very little about. I think I would have to refer you to my supervisors in that connection. I know it includes Mr. Hallman; it is probably chaired by him. I know the president, vice president and general manager may sit on it and that program department heads are invited to come and to explain things to that counsel. But, I do not know its composition.

Mr. BASFORD: We heard a great deal from Mr. LaPierre about his views on the purpose of the program and editorializing, and I would like your views as well, if I may.

Mr. LEITERMAN: This also is carefully laid out and established by long practice in the department, and I think I could generally explain it by saying that the program may not and should not—and I never would want it to—take a clear editorial stand on a subject which was a matter of public controversy without making sure that either on that program or in another program in the same series there was a balance; in other words, it would be improper for “Seven Days”, in my view, to go out and take a clear editorial stand and have he host say we are opposed to or we are in favour of capital punishment. In fact, any such editorializing is clearly prescribed in corporation policy and, of course, I entirely agree with that. I think there would be the greatest danger if a television program were able to make such a statement. Further, the same policy as established by the corporation allows a program to go some distance in presenting what will not always be a totally balanced thing within a certain program point of view. Fairness is one of the requirements. In fact, we are not permitted to and do not wish to—and I would never wish to—see an editorial statement by a program or by a program host on a given subject in which he said: “We think . . .”, or “I think . . .” so and so. But, you will understand that the process of preparing a program requires, in itself, an editorial judgment. Material is put in and left out. There is always a certain direction or thrust to an item; sometimes there will be disagreements among viewers where the thrust of the item has been in one direction or another, particularly if it is controversial or if there are partisan events involved. An attempt is made to keep the item fair and balanced, particularly fair, which is a better word to use in this case—to keep the series fair and to keep all the public affairs programming in a given period fair. That is really the main responsibility of my supervisors, who spend a great deal of time pondering that problem.

Mr. BASFORD: I will come back to that but I will at this time pass to Mr. Fairweather. Mr. Chairman, would you put me on the list again, please.

Mr. FAIRWEATHER: Mr. Basford spoke about members of Parliament and that he called public relations. I was glad that you were a little vague on this because it has been my impression—and I have not been here all that long—taking the whole ambit of broadcasting, members of Parliament have not interfered as much as one might have expected they would have. I think it is popularly said that members of Parliament do. But, you really have not had any interference from members of Parliament.

Mr. LEITERMAN: I have not. I am frequently asked about this. I agree that there is an impression abroad that the members of Parliament cannot keep their hands off the C.B.C. I have been asked frequently in panels and, occasionally, when I am speaking somewhere, is this so? My answer always has been, with absolute clear conscience, that I have never in my years with the C.B.C. had a single instance in which an M.P. has asked or suggested to me, or it has come to my attention that such a suggestion has been made, that an item be taken off the air, restricted or handled in a certain way.

● (5:50 p.m.)

Mr. FAIRWEATHER: This leads me to the next question. You have mentioned the various items on "Seven Days", such as the Hot Seat, and different ways of eliciting information. I am not even going to list the public people who have been mentioned on "Seven Days". Has there been any request from any of them? Perhaps it would be better if I did mention some names, such as Mr. Cardin or Mr. Diefenbaker, Mr. Douglas or Mr. Levesque. Has any spokesman from their offices, to your knowledge, been in touch with management and complained? I am asking you to answer this to your knowledge because obviously I will ask this question later.

Mr. LEITERMAN: Not to my knowledge.

Mr. FAIRWEATHER: As you conceived or developed the program during your time with the Corporation, have you ever had anything to do with Mr. Eugene Hallman?

Mr. LEITERMAN: I know Mr. Hallman. I have had some things to do with him on the Intertel Documentaries which I produced. I think that would be the extent of any contact that I have had with him.

Mr. FAIRWEATHER: What is his title?

Mr. LEITERMAN: Vice-president in charge of programming, I believe.

Mr. FAIRWEATHER: Is he an official at headquarters?

Mr. LEITERMAN: In Ottawa.

Mr. LEWIS: I thought Mr. Walker was vice-president in charge of programming?

Mr. LEITERMAN: Mr. Walker is general manager of the English network and vice-president. There are a number of vice-presidents. To clear up this point, the executive vice-president is Captain Briggs.

Mr. FAIRWEATHER: When you spoke earlier you used what I think is an important phrase, "the proprietary interest" of the public in this program. We have heard about its popularity, and in various places I have seen it placed as high as three million Canadians. Can you give us some more precise details of the popularity rather than hearsay?

Mr. LEITERMAN: Yes, the March Nielson ratings, which are the standard used by the industry, show that the program has more than three million viewers, in fact I think it is about three million two hundred thousand, which

very high. I suppose you want more exact figures and I have those ratings available if you want them. It is by far the largest audience of any public affairs show in the history of the Corporation, and doubles, and in some cases triples, the audience of some public affairs shows and many other types of shows.

Mr. FAIRWEATHER: I do not suggest that totals are the only figure, but I thought it was important to have them somewhere in our evidence.

You also mentioned the matter of management and your relationship with them. How long have you been an employee of the Corporation?

Mr. LEITERMAN: Eight and a half years.

Mr. FAIRWEATHER: I want to be careful that my next question is not misinterpreted. What is the usual relationship of senior producers with management?

Mr. LEITERMAN: I have always considered that the relationship was very good. On the few occasions that I have met the president, it has been most cordial. The president had occasion to present me with the Wilderness Award for one of my documentaries, and that resulted in a good deal more contact than I had previously had. I have admiration for the president, and I have felt that there was a good relationship, as far as you can have a relationship with someone whom you see maybe once a year.

Mr. FAIRWEATHER: This is the point. I understand that the president has been in Toronto yesterday or Monday.

Mr. LEITERMAN: Yes.

Mr. FAIRWEATHER: How many times in the last year has the president been in Toronto to see the producers as a group?

Mr. LEITERMAN: I think there was one previous meeting, this one and a previous meeting with the producers.

Mr. FAIRWEATHER: Was it because of a crisis?

Mr. LEITERMAN: This was shortly after the president's re-appointment, I believe. It was at a time when there had been a good deal of unrest in the production group, when management had made some structural changes, and explanations were being given why these changes had been necessary and what their purpose was.

Mr. FAIRWEATHER: I am worried about the time.

The CHAIRMAN: If you have more than one question left, Mr. Fairweather, you might adjourn and go on this evening at eight o'clock.

Mr. FAIRWEATHER: I have not taken too much time. I have one or two other questions.

The CHAIRMAN: There is a question on which the committee should decide. It is not clear whether you want to print the contract of Mr. Leiterman and the documents of the C.B.C. policy that were tabled as an appendix to today's proceedings. Does the committee agree to have them printed as an appendix? I understand it is agreed.



Mr. BASFORD: Could I ask one question which I meant to ask before? I hope that the statement of policies was not a selective collection in support of the case, that it is all of the relevant policies.

Mr. LEITERMAN: It is the complete policy.

(Translation)

Mr. PRUD'HOMME: Could we have an idea of the program for tomorrow in order to make our own arrangements.

(English)

The CHAIRMAN: Let me make this clear. First of all there is a sitting tonight at eight o'clock, and then tomorrow there are caucuses which will take all the morning, and no sitting is possible tomorrow night because members have to go out of Ottawa. We might therefore settle on a sitting tomorrow afternoon. I believe the question period is a short one so we can have a lengthy session tomorrow afternoon.

Mr. BASFORD: Mr. Chairman, Mr. Leiterman I hope is still producing a show on Sunday. He might find it easier to return to Toronto tonight and come back here on Thursday morning. I suggest we consult Mr. Leiterman.

The CHAIRMAN: He has expressed no such wish. If there were a chance that we might finish tonight, it might be the best solution for him.

Mr. LEITERMAN: I would only say on this that the matters before us seem to be of such urgency, and the production of "Seven Days" is, in my absence, in competent hands, that I am ready to be here at any time you say if it would facilitate the work of the committee.

Mr. FAIRWEATHER: We should finish tonight.

Mr. MACDONALD (Prince): Why would it not be possible to have a meeting tomorrow from nine to eleven o'clock? I think that a great deal of material has come before the committee and there are certain pressures upon us. I see no reason why we could not meet tomorrow for two hours from nine to twelve o'clock.

Mr. STANBURY: The caucuses are at ten.

Mr. SHERMAN: Why do we not see how much progress we make this evening?

The CHAIRMAN: Yes, we might make this decision at the end of our meeting tonight.

Mr. MACKASEY: How many names have you got on your list, Mr. Chairman?

The CHAIRMAN: Nine.

Mr. MACKASEY: How many did we pass today?

The CHAIRMAN: Mr. Fairweather was fifteenth today.

Mr. BASFORD: But those are all the witnesses who have asked questions today.

Mr. MACKASEY: I mean the witnesses who have examined Mr. Leiterman.



(Translation)

The CHAIRMAN: You want to know how many members have put questions to the witness? Fifteen members have put questions to the witness.

Mr. LEWIS: Mr. Fairweather is the fifth, not the sixth one.

The CHAIRMAN: Yes, but I am answering the question which was put to me. If I did not understand it right, let somebody repeat it again.

Mr. PRUD'HOMME: That is right.

(English)

The CHAIRMAN: The meeting is adjourned until eight o'clock.

### EVENING SITTING

TUESDAY, April 26, 1966.

● (8:40 p.m.)

(Translation)

The CHAIRMAN: The Committee will now hear Mr. Leiterman.

(English)

Unless some members have any other business to deal with before that, Mr. Fairweather has the floor.

Mr. FAIRWEATHER: Mr. Chairman, I want to see whether this suggestion commends itself to the committee.

There are a good many people who are alarmed by the deadlines and threats of deadlines for withdrawal of services, and I want to suggest that we might recommend to the House that the House, being the instrument by which we speak, urge the producers to avail themselves of the good offices of the Prime Minister.

The question was raised on Orders of the Day by the Leader of the Opposition. This would enable this Committee to continue hearing evidence. We have not heard from management yet.

I wonder, if I put that in a form of a motion, whether it would find support, or whether it would be a futile gesture.

If it would be in order, I would move that this Committee recommend to the House—

Mr. MACKASEY: I will second that motion.

The CHAIRMAN: Are there any remarks?

An hon. MEMBER: What exactly is the motion?

Mr. FAIRWEATHER: I am going to urge that this committee recommend to Parliament, and I would assume that the recommendation will, if it is approved by Parliament, be helpful to both sides in the current dispute.

An hon. MEMBER: Recommend what?

Mr. FAIRWEATHER: Recommend that the producers waive the deadline until this Committee has had an opportunity to hear the witnesses who have been listed for appearance; and that they avail themselves of the good offices of the Prime Minister as offered this afternoon.

The CHAIRMAN: Could you put that in writing and we will try to deal with it.

Mr. FAIRWEATHER: It will take me a minute or two to write it out. Somebody else may want to continue, or I have only five other questions and they are short ones—

Mr. MACKASEY: Mr. Chairman, I agree with the mover of the motion.

The motion I was contemplating making approaching eight o'clock was that we circumvent or bypass parliament itself; and I wonder if, in view of Mr. Ollivier's presence, the Committee does not have the power to contact the producers through the medium of a telegram and make a direct request—it is not an order, therefore we do not need the House to intervene—on behalf of this Committee, to the producers that they postpone strike action, or even contemplation of strike action, until such time as this Committee has exhausted the questioning of everybody involved in this dispute.

The CHAIRMAN: I had received advice, and it was repeated to me, that in no circumstances can a Committee communicate directly with people outside the House without going through parliament. Any action this Committee might take has to go through the form of a recommendation to parliament.

Mr. BASFORD: I think under our terms of reference the Committee does have the power to send for people and documents and papers and I think we could get around the problem by sending, say, for a representative of the producers' association and, through the medium of your office, convey the request to them.

The CHAIRMAN: Mr. Leiterman says he has some information which might be useful in this respect. Does the committee want to hear him on this?

Some hon. MEMBERS: Yes.

Mr. LEITERMAN: Well, as a member of the association I think I can say that it would be unlikely in the extreme that the producers would take strike action before Sunday, if that is of any help to the Committee.

Mr. LANGLOIS (*Megantic*) Would the association feel that this would be any kind of an intervention in their affairs?

I am wondering, Mr. Chairman, if we are not going at this thing a little too fast? We do not want to meddle in their internal problems.

The CHAIRMAN: As it stands now it seems to me that the motion that Mr. Mackasey contemplated could not be acceptable.

Mr. MACKASEY: I would agree, in view of Mr. Leiterman's information, that Mr. Fairweather's motion would be the preferable one. I would be very pleased to second the motion.

Mr. SHERMAN: Mr. Chairman, could I ask—

Mr. BASFORD: I think you recognized me, Mr. Chairman.

The CHAIRMAN: Did I?

Mr. BASFORD: I was under that impression.

Mr. SHERMAN: Mr. Leiterman has said that there will be no strike action before Sunday. Does that mean before or after the scheduled production of Sunday's edition of "Seven Days"?

Mr. LEITERMAN: I could not answer that. They have not reached that point in the discussion. But they are meeting this evening and I would expect that by tomorrow the Committee would have a much clearer picture of what their intentions are.

Mr. BASFORD: In view of what Mr. Leiterman has said, that there will be no strike action probably until Sunday, I would suggest that Mr. Fairweather's notion should be dealt with as mine was dealt with yesterday, namely, that if it turns out to be out of order then it should be referred to the steering committee which should meet immediately after this meeting tonight, or prior to the next meeting of this Committee, to be dealt with.

I think we run a great risk in intervening, as Mr. Langlois has brought up, because this committee is not a strike-settlement committee. Parliament has not done this before. I think we have to tread very carefully so that we do not put ourselves in the role of a committee to settle a strike. We cannot dictate, or try to dictate, terms of settlement so that people resume their services, or agree not to withdraw their services.

We are here to examine the situation arising out of the decisions of management. I think we have to be very careful.

Mr. FAIRWEATHER: Well, I like to be careful.

Mr. BASFORD: Would Mr. Fairweather agree to having a meeting of the steering committee immediately after ten o'clock?

Mr. FAIRWEATHER: I like due process, and I will follow the procedure.

The CHAIRMAN: Mr. Mather?

Mr. MATHER: I wonder if I may ask Mr. Fairweather if he would consider this proposition? I favour his general idea which, as I understand it, is to commend to the producers, through the steering committee, that they do not take strike action, or withhold their services at this time. I favour this.

Would the committee consider this other recommendation that the C.B.C. management also withhold all dismissal action involving the personalities in this dispute?

Mr. FAIRWEATHER: This would be quite an involved thing because of the instruction of the various terms of the appointment, and I do not really want to get into that. I have not given it enough attention.

Anyhow, I am prepared to follow Mr. Basford's suggestion that it be referred to the steering committee.



Mr. MATHER: In that case I would move an amendment to the motion which Mr. Fairweather proposed, that they both be referred to the steering committee.

The CHAIRMAN: Could this be made a little clearer? I am afraid there is a little confusion. What is it exactly that is contemplated. Is it that this committee leave the responsibility to the steering committee to deal with the motion after it has been adopted here, or what?

Mr. BASFORD: As I understand it, Mr. Fairweather moved a motion, or he had proposed a motion, and he was going to supply it to you in writing.

I understand Mr. Mackasey seconded the motion.

I am moving that it be referred to the steering committee.

Mr. MACKASEY: On a point of order, Mr. Basford may be a little premature, because until Mr. Fairweather's motion is accepted you cannot dispose of it to the steering committee. Theoretically, we have got to adopt it and then go through the motions of amending it.

Mr. BASFORD: A motion that is adopted by this committee can hardly be referred back to the steering committee because it has been dealt with. What Mr. Mackasey is referring to is that the motion must be put, and you, as Chairman, have not put the motion.

But following the practice and precedent of this committee, which was established on Monday, when my motion was not put by the Chairman, I am moving that the same procedure be followed.

The CHAIRMAN: That is, that it be referred to the steering committee and that the steering committee bring it back here at the next meeting for a vote.

Mr. LANGLOIS: But the motion has not been put yet.

Mr. BASFORD: We could get round it by the Chairman referring to it as a notice of motion. If he will call it a notice of motion I will move that Mr. Fairweather's notice of motion be referred to the steering committee. This is what we did with my motion, and I move that we do what was done with my motion on Monday.

The CHAIRMAN: In other words, this Committee should have a recommendation from the steering committee on the advisability of putting this motion.

Mr. BASFORD: We will discuss the matter at the steering committee of which Mr. Fairweather is a member.

Mr. MATHER: I would agree with that, but I would propose an amendment to the proposed motion.

An hon. MEMBER: Could we have the wording of the amendment?

Mr. MATHER: My proposed amendment is that in addition to asking the producers to withhold strike action we should ask the members of the corporation to withhold dismissal action.

Mr. FAIRWEATHER: That is not what I read.



The CHAIRMAN: I do not think we should have discussion on this now.

Let us take this separately. If the Committee wants to refer Mr. Fairweather's suggestion to the steering committee for consideration, and if the Committee wants to refer Mr. Mather's suggested amendment to the steering committee under the same form, let us take it in two parts. The motion reads:

That the Committee recommends to Parliament that it urge the producers to avail themselves of the good offices offered by the Prime Minister to any party wishing to take advantage of it so as to avoid the possibility of a withdrawal of their services.

Do you want to refer this suggestion, if I may call it that, to the steering committee for their consideration. Is that agreeable?

● (9:55 p.m.)

Some hon. MEMBERS: Agreed.

The CHAIRMAN: Now, we need to have your amendment in writing in order to submit it.

Mr. MATHER: I will do that.

Mr. BRAND: Mr. Chairman, can I speak to the amendment?

Mr. BASFORD: There is no amendment.

The CHAIRMAN: Let us have it in writing.

Mr. BRAND: On a point of order, Mr. Chairman, mention has been made here of a dismissal but my understanding of this is that this is a failure to pick up contracts. These contracts do not expire until some time in the future, namely May 29, in the case of Mr. LaPierre and June 15 in the case of Mr. Watson. So, regardless of what has been said, we do, in fact, have sufficient time to consider this despite the order made by Mr. Ouimet. This is not really a dismissal order but a failure to pick up contracts, Mr. Chairman, I am wondering if there is very much point to what we are doing at this particular time?

Mr. LANGLOIS (*Megantic*): Mr. Chairman, on the same point of order, I think the main motion is just to waive the strike but, however, I do not see how this amendment—and, it is a good one—fits in with the main motion. They are two entirely different subjects; one is to waive off a strike or delay it and the other is to ask management to keep everyone on. There is no connection between the two.

Mr. SHERMAN: Mr. Chairman, I think that is right. We are concerned mainly with heading off this possible producers strike at this time.

Mr. LANGLOIS (*Megantic*): Mr. Chairman, the amendment to be acceptable, would have to be put in the form of a main motion. If I gather the sense of the main motion that was presented it is not the same as the other and you cannot add one to the other. There should be two different motions or two different requests.

The CHAIRMAN: This leaves the Chair in a rather complicated position, I am sure you realize, because Mr. Mather is in disagreement with the main suggestion, let us call it, being referred to the steering committee if it does not

embody his suggested amendment, so we cannot have it referred unanimously. Then, his amendment also meets with objections from other members of the Committee, so we are not exactly going anywhere.

Mr. BASFORD: We have a notice of motion by Mr. Fairweather that was referred to the Committee. That motion, as I understood it, was agreed to because you, Mr. Chairman, said: "Are we agreed", and no one said: "No". Therefore, Mr. Fairweather's notice of motion is referred to the steering committee. Now, Mr. Mather is free to make whatever other motion he may wish to make, and I have not heard one yet.

Mr. MATHER: Mr. Chairman, the situation we are in is very similar to the one we were in two days ago, when a similar motion was made, asking the steering committee to consider how to approach the producers to request them not to take work withholding action. At that time, Mr. Lewis moved an amendment which, I think, was also referred to the steering committee, which agreed more or less with the first proposition, but adding in also that management should not take action against the people concerned, the "Seven Days" staff. I have no objection to Mr. Fairweather's motion but I do feel I would be remiss if I do not urge consideration of the other side of this point.

Mr. BASFORD: I think there always is a confusion on the part of Mr. Mather and members of the N.D.P. with regard to whom they are representing. Mr. Mather says he feels that he has to put forward the other point of view. Mr. Fairweather's motion reads that this Committee recommend to Parliament that it urge the producers to avail themselves of the good offices offered by the Prime Minister to any party. Now, there is no other point to that. If this motion was carried by this Committee and by the House the producers, if they wished, could avail themselves of the Prime Minister's good offices and they, the producers themselves, could put forward to the Prime Minister this proposition: That if you want us not to go on strike then C.B.C. management has to do this. But, as I say, that is up to the producers. I suggest if the Prime Minister's good offices are used it is up to the producers to tell the Prime Minister what their terms of agreement are to not withdraw their services. I think Mr. Mather's suggestion is unnecessary if this motion were to carry. Let the producers speak for themselves.

Mr. LANGLOIS (*Mégantic*): Mr. Chairman, I am still under the impression that it is entirely a different motion and, if Mr. Mather wishes to put it, he should put it in the form of a motion, then have it referred to the steering committee as well, and that would be directed to the management. There are two bodies in conflict here; the one could be addressed to the management and the other could be addressed to the union.

(Translation)

Mr. PRUD'HOMME: Mr. Chairman, may I ask you if you have accepted Mr. Fairweather's motion asking for the sending back of the question to the sub-committee? If the answer is in the affirmative, no further discussion should be allowed on that point, and we should proceed with the case of Mr. Mather. If there is to be a vote, we shall take it and proceed afterwards.

The CHAIRMAN: After all, the procedure followed is so queer that it defies all management.

Mr. PRUD'HOMME: May I make a suggestion? Consider as closed the debate on the motion of Mr. Fairweather seconded by Mr. Mackasey, with the explanations given by Mr. Basford. The sub-committee has been seized with this question. That settles the matter. Let Mr. Mather make a motion at this time. You will consider it, submit it to our judgment and we shall accept or reject it now, and to proceed without delay with Mr. Leiterman. Otherwise we shall spend the whole night, without avail, on points of order.

(English)

Mr. PETERS: Mr. Chairman, I would think that Dr. Ollivier would agree that we really cannot refer a motion to the steering committee; you can refer a subject matter to the steering committee for consideration. I would strongly suggest the steering committee be charged with the purpose which, in my opinion, the committee has in mind. Probably there is no difference of opinion between Mr. Fairweather and Mr. Mather as to what they wish to accomplish, just as long as the committee discusses the problem that is immediately before us. We are asking that the status quo remain, so far as the C.B.C. is concerned, in reference to "Seven Days". We are asking for the maintenance of the status quo. I do not think this committee would want to go on record as taking one side or the other. But, their request to both sides in this dispute would have the effect of maintaining the status quo. I think the committee can make a decision on this. As I mentioned, I think that these can just as well be referred to the steering committee as part of a subject matter for consideration.

The CHAIRMAN: Does the committee agree that the subject matter of Mr. Mather's suggestion be referred to the steering committee for consideration?

Mr. PRUD'HOMME: As a separate motion?

The CHAIRMAN: Yes, as a separate motion, for consideration.

Some hon. MEMBERS: Agreed.

The CHAIRMAN: Would you write it down in some form so we have something.

Mr. MACDONALD (Prince): Mr. Chairman, I was thinking about this question. Perhaps some thought should be given to some time limit being placed on the activities of the committee in order to give assurance to the producers that we were not going to shelve forever their own independent action in this matter.

The CHAIRMAN: Can we now proceed.

Mr. FAIRWEATHER: Mr. Leiterman, I am wondering how you go about exercising your judgment on program content; could you explain the particular process to the committee?

Mr. LEITERMAN: Yes. Stories are originated by the program staff, which includes story editors, directors and producers. The two producers, Mr. Hoyt and Mr. Lefolii, who are primarily responsible, are men of great and well known journalistic experience. They are highly experienced journalists and they, in



consultation with me and my supervisors, discuss stories early in the week and decide what stories are worth pursuing. We go after the stories which seem most likely to adhere to the magazine principle. That is entirely and wholly a journalistic process not dissimilar to that which takes place on any newspaper magazine. The same kind of questions are asked: Whether a story is valid; whether we can give it a balanced treatment; whether it is being adequately handled by other media; whether the additional and special impact of television has a place here, and so on. Many stories are dropped at a very early stage after the research is completed. The program has a research staff of which we are very proud.

As all of you know who have journalistic experience—and all of you have experience every day with the press—it is a very difficult thing for a newspaper or magazine, or a television magazine program, to maintain a good record of accuracy. We have tried very hard to do this because we are aware that with a program like "Seven Days" any slip is a big one. If any element or some inaccuracy creeps in it is highly prejudicial to the purpose of the program and the service we hope to provide for the viewers.

You asked specifically about the origination of story ideas and the journalistic judgments that are brought to bear. But, the final script is already subject to the most careful scrutiny not only on questions of accuracy but substance, and particularly on the question of justice and fairness to the people involved.

Mr. FAIRWEATHER: There have been occasions, I suppose, when all of us have had to apologize. Have you had that experience and, if so, in honouring your responsibility have you had to correct an impression the next week or on some other occasion? I am not thinking of any particular incident.

Mr. LEITERMAN: Yes. Let me readily admit, as I said earlier that the process, in spite of the safeguards, is always subject to the accidental occurrence which might produce an error. Now, in the two year history of "Seven Days" there have been two events one of which was a sketch for which management saw fit to apologize and called it an error of judgment on the part of the program department and myself. I mention in passing that we discussed that before; it was the sketch on the Pope. We did have an objection at my level that management's apology was not discussed with us; in other words, management saw fit to make an apology—

Mr. COWAN: Suppose you had not approved it?

Mr. LEITERMAN: —without giving us an opportunity to explain why we had used that sketch and to discuss something of the public reception of it, which is an interesting thing, if I could take a few moments to elaborate, because I do think it helps all those associated with the program and me to understand the process of satire. Not many programs have tried satire on television and it is probably a good thing because it is an enormously difficult thing to do. C.B.C.'s last program which included satire on a network level before "Seven Days" began only lasted half a season; it did not last because of the difficulty of producing for a nation of, I suppose, fairly seriously minded citizens, material that they will find funny enough to laugh at and yet sharp edged enough to be worth doing. We find the same difficulty everyone else has, and I would like to



say right here that I am regularly less than satisfied with the kind of satirical material which is presented to me as executive producer to put on the air. We throw out, I suppose, a great deal of it; maybe we should throw out more than we should. But, we included satire in the program because it has a vital function in pacing, and for a certain kind of audience it is the only thing that reaches them. People go to the show to watch this kind of thing and it has a function which ordinary stories do not have. But, in any case, the satire on the Pope drew a large telephone response in three cities, Toronto, Ottawa and Montreal. There was concrete evidence, which we would have liked to have drawn to management's attention,—and I am not discounting the ordinary citizens who felt this sketch should not have been put on the air, objected to it and phoned—that reached us that there had been a telephone campaign by a number of groups, with which everyone here is familiar. The interesting thing about this was that the number of telephone calls recorded by the C.B.C. was very heavy in these three cities; I think the figure was 400 in Toronto, 700 in Montreal and several hundred in Ottawa, whereas in the rest of the country the phone response was negligible; and cities like Edmonton, if I remember accurately, had seven calls, Vancouver 40 or something like that. But, this clearly indicated that there had not been a national outcry against this sketch. As you all know, there were a number of priests who wrote to us who thought it was good fun and a useful thing to do, and I read one of their letters on the following week.

Now, I am not wishing to say or to defend that sketch particularly in respect of those terms; we thought it was useful and had something to say and we aired it. But, we felt that management might usefully have heard our side of it before it saw fit to send out a very complete apology. In any case, if an apology was required in public, and perhaps it was, it seemed to us there might be some attempt to explain some of the reasons satire is put out and why a number of people may be offended by it.

Mr. MACQUARRIE: Could I ask, through a supplementary question, to whom and how this apology was made?

Mr. LEITERMAN: I believe it was made initially to a member of this committee.

Mr. COWAN: I thank you for making the apology before the election; that was very nicely timed in my riding.

Mr. LEITERMAN: It was later published, after the member of parliament received it.

Mr. COWAN: I looked at that before the election.

Mr. MACQUARRIE: What about the statement?

Mr. LEITERMAN: It was made in the name of the president.

Mr. FAIRWEATHER: You spoke earlier today about the challenges.

Mr. LEITERMAN: I am sorry, Mr. Fairweather, I do not think I have completely answered your question. I mentioned two things: The other one took place in the first year of the program and it was the case of Richard Ely of Hull.

It was a case where what some considered to be a very harsh sentence had been imposed on a first offender. This is the only case of which I am aware in which the program was in fact guilty of giving its viewers an incomplete picture. I readily concede that the picture was incomplete although, in substance, it was accurate, but the story failed to state two elements of the history of Richard Ely which I think were vital to the viewers' understanding of it although they did not change the picture itself. The story was that this was a very heavy sentence. Some of you may remember how it was dealt with. Management asked the program to make an apology on the next week's show. Of course, when this kind of thing occurs, that is the only thing to do and it is entirely proper. We objected to the terms of the apology which we were required to make because it seemed to us that they failed to recognize that the story had been complete and accurate in total substance. I may be going into more detail here than you want, but in any case, many months later, the appeal court heard the appeal of Richard Ely and reduced his sentence from, I believe, the seven years which had been originally imposed on him as a first offender, to three years. In its statement, the court recognized the point that the program had made, which was that it was a very stiff sentence for a first offender.

Mr. FAIRWEATHER: To go on to the challenges with management of which you spoke—again I want to be very careful—my own concept of this process is one which you might liken to yeast, that by challenging you do not necessarily mean to be disloyal to management, and that to have a vital and relevant program these challenges must go forward all the time.

Mr. LEITERMAN: Yes, it is a process of discussion. In recent years management has, in conversations about "Seven Days", chosen to refer to them as "challenges", and the word was also used by Mr. Walker in his conversation to which I have referred earlier, with me and with the supervisor. They were not intended by us as challenges; they were intended as a normal process by which program material is discussed. The discussions are carried forward to whatever level is necessary to make a decision. I think I made the point that that level should stop at Reeves Haggan, the general supervisor, who is responsible for the programs primarily.

Mr. FAIRWEATHER: It would not be unique with "Seven Days". It is the whole process of life, to be philosophical about it.

Mr. LEITERMAN: And other programs have the same experience, though naturally it occurs more often with "Seven Days" than with others.

Mr. FAIRWEATHER: Earlier on you mentioned members of parliament and public officials, and that, to your knowledge, there had been no interference. I has been suggested, in some of the things we have read since this current dispute started, that there might have been interference by, say, potential advertisers on other C.B.C. programs; in other words, there were potential advertisers in other areas and this type of interference might have taken place.

Mr. LEITERMAN: No, sir, I know of no case in which any such interference has ever been tried or been effective, and I have had frequent evidence that senior management is not open to that kind of interference, and resists it, as it properly must.

Mr. FAIRWEATHER: What other major productions have you been part of since you joined the corporation?

Mr. LEITERMAN: I have spent most of my time on television producing one hour documentaries. For two years I have produced programs for the Documentaries series which now replaces "Seven Days" once a month. I have also produced documentaries for the Intertel series, and when I first came to the C.B.C. for the first five years I worked for the program "Closeup", producing documentaries on that program. There is a biography which I believe is in the hands of the clerk of the committee which has the program information in it.

Mr. FAIRWEATHER: When answering Mr. Lewis you spoke about the man to whom you had with Mr. Walker on April 14. Would you please describe that meeting to us?

Mr. LEITERMAN: This was the event when the program department was faced with Mr. Walker's ultimatum that by five o'clock that day it must agree that "Seven Days" would be back in the fall without its hosts. This was resented to Mr. Haggan as an ultimatum. He was given, at the end of this meeting with Mr. Walker, I believe, two hours before it became effective. During the time in which Mr. Haggan was discussing the subject with me, Mr. Walker telephoned and asked if he could meet with me. I went to his office in Toronto. He told me essentially what I had already heard he had told Mr. Watson and Mr. Haggan at different times. Mr. Walker told me that he wanted a decision by five o'clock—it was then, I think, close to four o'clock—and that it really was not negotiable or arguable. He said that it was the Corporation's position and that these two hosts were through. He was not really interested in hearing any arguments at all from me about it. In fact, he was not interested in an extension of the time. He mentioned he had a meeting of the board of directors in Halifax; he mentioned that he had issued the instruction that the hosts be dropped, or at their impending dismissal be communicated to them through me, ten weeks before, that he had had enough nonsense on this subject and he wanted them out. I asked for the reasons and I received the same kind of reply that Mr. Haggan had received earlier and that Mr. Haggan, with the company of supervisors, received when they attended the meeting after I left.

Should I go into further detail?

Mr. FAIRWEATHER: No, thank you.

I just have two short questions: One is that when we are considering—"by the way" I mean the committee and I also suppose it includes the public—certain things which you mentioned in the code such as the Ku Klux Klan, homosexuality, sleaziness and such things, is it your conception that a judgment of the Corporation has to be made on the whole program that, first of all, the program has to be judged as a whole and then the programs that fit into the Corporation's responsibility as the national broadcasting system?

Mr. LEITERMAN: That would be a characteristic of good management I would say. It seemed to me, in fact, entirely unfair, in my previous meeting with Mr. Walker to which I have only referred but have not dated or described, the management of the Corporation to pick on a number of questions which I had, in our view, quite legitimately brought to them for discussion, and to



say to us: "We do not want to talk about it. We do not want you to bring them to our attention. We do not want to hear about the kind of things you may want to do. You should simply put out the program. We do not want to be disturbed or bothered about anything that the program does, and you, Leiterman, know as well as we do what kind of things are going to disturb people, so, for goodness sake, lay off them". This is the kind of instruction I received. At the earlier meeting—I referred to the November meeting—it was made quite clear that the book on "Seven Days", in management's eyes, represented all the incidents that the "Seven Days" has ever been involved in, and this constituted a dossier which was pulled out and referred to whenever another incident came up. This lasted the whole two years, and went back to the other year which I have not yet mentioned, including the Fred Fawcett case which was one of the chief incidents which management always referred to. It was clearly stated to me that this kind of thing was intolerable, that the explanations which had been advanced by the department through the general supervisor, Mr. Haggan, were not acceptable to management; and, indeed, even on matters which were discussed with the department and in which the department was able to persuade senior management that the item was, in fact, justified, those items stayed in the dossier and were continually referred to as though they had been errors of judgment even although agreement had been reached that they were not errors of judgment.

● (9:25 p.m.)

Mr. FAIRWEATHER: But the dossier is the dossier of contemporary life, is it not—how we live, and—

Mr. LETTERMAN: This is very much the way we feel, as programmers. We feel that if events take place in this country or elsewhere, which concern citizens, which ordinary people are interested in, this journal which we are discussing here—this television journal—has an obligation to consider them and if possible, to deal with them, and that it would be wrong for us in journalistic terms to make a decision to leave something out. The old *New York Times* masthead "All the news that is fit to print" is, I think, relevant, and we think that decisions should not be made not to cover a subject if it is relevant and important, and that we should be able to go out and deal with it. Then we can examine whether the film or tape we have is useful and makes a contribution. If it does not do that then we would drop it. We do a great deal of that. You will hear in some detail about what is dropped. That is a natural process in all newspapers. It is called "over-set". It is material which is dropped because it did not "pan" out.

But if a program is restricted and restrained from covering these events then it becomes a very insidious chain, because after a while you get self-censorship, and that, in fact, has set in following the November meeting mentioned.

There are many subjects which story editors and producers of the program bring to my attention, and I will say, and have said, "We cannot do this". My staff does not know in general, or in particular—because I have not told them—of this November meeting, since it would cause total destruction of staff morale. After all, many of these people are trained journalists who could not be expected to have confidence in me or in their supervisor if they knew, as the



will now know because I have had this discussion here, that we repudiated many of the things that we believed in, and would regard this editorial decision as a total capitulation.

Mr. FAIRWEATHER: Lastly, you said before dinner that you did not have to go back to Toronto because your program was in capable hands. Does that mean it will be aired on Sunday night?

Mr. LEITERMAN: It is our intention that it will be on on Sunday night unless the producers' association, of which we are members, should instruct us otherwise, or unless developments in the situation should make it necessary that something—well, let me be plain and blunt. I think their mood is a difficult one at this moment, because this afternoon president Ouimet announced that he would not re-open the case of "Seven Days" and it was announced, after many hours of discussion with the producers, that the situation was not improved.

I think that the producers feel that to strike is their only weapon. However, I think that they will use it only with great reluctance, and I think they will do it in a responsible way; that is, that the withdrawal of services would be a gradual one which would not disrupt the corporation which they believe in. But they feel that they are in this situation; and all these producers have the same kind of difficulty that "Seven Days" has. Mr. Ouimet said yesterday in his address to the public affairs department that there were no serious problems anywhere outside "Seven Days". He was greeted with some indications of a great many problems that are outside "Seven Days." All the other producers in all the other departments are faced with somewhat similar problems.

Mr. BASFORD: But surely we should have a chance to recommend that Mr. Walker be fired.

Mr. LEITERMAN: Is this directed to me as a question?

Mr. FAIRWEATHER: Thank you.

Mr. COWAN: In answer to Mr. Fairweather did I understand you to say that depends on what instructions the producers' association may give whether "Seven Days" is on next Sunday? Did you say that? I could not believe my ears.

Mr. LEITERMAN: I think that is what I said; and I think Mr. Cowan is right and that I should perhaps elaborate on that a little.

Essentially, there are many forces at work in the program itself. We are members of the producers' association. The producers have contracts with the corporation. Whether or not they can withdraw their services is a matter which the association and its counsel are considering; that is, in what manner they can withdraw their services they and their counsel are considering.

I do not think I can really say at this time whether "Seven Days" will be in the air.

Mr. COWAN: And you say that it depends on the instructions you get from the producers' association.

Mr. LEITERMAN: I am a member of the producers' association and that means that I may well be bound by the action which it takes.

Mr. COWAN: In other words, you do not work under C.B.C. management, then?

(Translation)

Mr. PRUD'HOMME: Mr. Chairman, the procedure has been followed, but it has been departed from, in my opinion. I refrained from putting questions, but I realize that a new attitude has been taken after the recent interventions of Mr. Cowan.

The CHAIRMAN: You are right.

Mr. PRUD'HOMME: I think we should follow a list.

(English)

The CHAIRMAN: I should have told Mr. Cowan that supplementary questions were being reserved when a member had the floor, on a ruling this afternoon. Maybe I was over-indulgent with Mr. Cowan because he made our quorum.

Mr. BASFORD: I apologize for my interjection.

The CHAIRMAN: Mr. Mackasey?

Mr. MACKASEY: Mr. Chairman, I have not got too many questions. I think most of them have been asked.

Mr. LEITERMAN, you mentioned the *New York Times*. I am trying to get an analogy between the evolution of public programming from the early days up to what we know as "Seven Days". Without being disrespectful, I think that if we were to regard "Seven Days" as closer to the *New York Daily News* than the *New York Times* we would be a little closer to the type of program as it has evolved.

Mr. LEITERMAN: May I comment on that?

Mr. MACKASEY: Briefly.

Mr. LEITERMAN: Please interrupt when I have said enough because this is a subject on which I may tend to say more than you may care or need to hear.

We try to produce a television program which will cover a great many subjects in a way that a mass audience will be interested. To this extent there is similarity with the mass newspapers. I did not intend to suggest that "Seven Days" was like the *New York Times*. I like to think of it very much—and I think perhaps, this analogy is more apposite—as a magazine; I think it has some of the elements of *Time* magazine and *Maclean's*, from time to time, or *Life* or *Look* magazine.

I suppose I tend to resent very much suggestions that it is a tabloid because I think if you examine the kind of material that this program has covered—and I would be pleased to file with the committee the kinds of programs, broken down into the subject matter—

Mr. MACKASEY: I do not think this is necessary. Most of us, I think, have seen it and are familiar with it.

Mr. LEITERMAN: But you do not read the *New York Daily News*.

Mr. MACKASEY: I am wondering about the treatment of a lot of subjects because of the restrictions of time; and with a number of subjects you do treat you rarely treat the subjects in depth. This is not a criticism, because in the case of "Document" it devotes an hour to a subject; but you cannot be otherwise than a bit shallow in your approach to "Seven Days". I think the success of the program is that you have succeeded in getting the right proportions of discussion, entertainment and a little bit of bias. I think it is a good program. I am a fan of it; but I would not want you to create an impression here, without any challenge. I think that "Close-Up" which is so closely related to "Seven Days" had much more in common, and they both fall within the domain of a public affairs program. I think there is a fair degree of entertainment in this program. I gather from my discussion with Mr. LaPierre that he had some misgivings along the same line as I had. Today, or yesterday—it seems that we have been here for a long time—he did mention that he had some difficulty in dealing with you and Mr. Watson, or some discussion to the effect that the evolution of this program was such that you were getting away from the really important issues that you had been discussing and going more into the entertainment field, and he talked about the social welfare field—

The CHAIRMAN: I hate to interrupt you, but—

Mr. MACKASEY: I know what you are going to say.

9:37 p.m.

I am trying to find out in my own way.

There is obviously conflict between management and the producers, Mr. Chairman, and the one thing that I have arrived at from listening to Mr. Watson and listening to Mr. LaPierre is that management itself has been aroused out of its stodginess by a new vigorous type of program. They do not know how to cope with it; nor, do the producers themselves know how to cope with management. In other words, no one knows where the no man's land is or where the line should be drawn at which point management should cease to interfere with producers and producers should cease to interfere with management. But, I suspect the fault lies on both sides. This afternoon, Mr. Leiterman made mention of the Munsinger case. Now, whether we showed Gerda for the fourth or fifth time on the air is incidental, but the part that caught my attention—and I point this out because I think it may reflect management's misgivings or arouse their fears as to what a program of this type can lead one to—is this. You mentioned a proposed program with an expert in the field of security risks, now presently in the United States.

Mr. LEITERMAN: Yes.

Mr. MACKASEY: What is his name?

Mr. LEITERMAN: His name is James B. Donovan.

Mr. MACKASEY: I understand that his background was in this particular field. Now, could you tell me what would have happened if you were program-



ming a live program and this man who was to analyse the Munsinger case arrived on your program and gave the conclusion that Gerda was a security risk. How would this have jeopardized the hearings going on now?

Mr. LEITERMAN: What would have happened then is that we would not have run the item. You can be sure the possibility of that slant on it, I guess, was very much on our minds.

Mr. MACKASEY: But, what about the whole point of the program?

Mr. LEITERMAN: I think you will grant that there is a wide range of possibilities other than the one you have suggested. I would have to show you the film to demonstrate to you that not only in our minds but in the minds of our producers and the department this particular interview was a useful and general one of a kind which we would describe in the trade as a backgrounder, intended to give viewers some breadth of views and the background of this kind of case. I agree with you that there is the immediate possibility that something said at such an interview could reflect on the matters which Parliament was considering, and the inquiry under way.

Mr. MACKASEY: But, why would you have chosen a man with a security background if you did not intend to pursue this line with Gerda? Why did you not get an expert in some other field, the baseball field, very closely connected to the Royals.

Mr. LEITERMAN: I would think that that was journalistically valid, and this was the kind of thing that was done elsewhere. Could I deal with the point you brought up earlier because it is the key to what you have discussed. I think you have put your finger on one of the basic causes of the present dispute. There is a difficulty at management level in accommodating itself to this kind of program and, of course, there is equal difficulty at the production level. I would not for a moment suggest, and I hope I have not suggested it here—if I have let me correct it now—that all the trouble is with management and that we did not make mistakes and so on. What I intended to suggest was that it is necessary for a public corporation to try to experiment to see if it can evolve a useful magazine program, the intention of which is to reach vast numbers of people who never watch public affairs programs.

Mr. MACKASEY: If I may interrupt you, have you ever done an analysis on your audience to find out how many are interested in the program for its entertainment value rather than its public affairs contribution?

Mr. LEITERMAN: I would answer that by saying there has been a great deal of analysis done of the "Seven Days" phenomena by the corporation and outsiders. One of the most relevant documents I have brought with me and that is the one which is part of a substantial research study published by the C.B.C. research department but conducted by a private research organization so that the people interviewed would have no idea it was the C.B.C. asking for this information. This document demonstrates that among university educated people "Seven Days" is the most popular program produced by the C.B.C. with the exception of hockey, and hockey is the exception right across the board. Now, if it is your wish, I will file this document. To continue: For people who have



completed high school "Seven Days" is less popular; for those who have had very little high school it is considerably less popular; for those who completed grade school it is away down; and for those who had only some grade school it is away down. But, as I said, for those who have either graduated or attended university "Seven Days" is their most popular program. Now, I think that is relevant because it is much too easy to describe this program as a sensational show or one that is only interested in the audience. In fact, you know the programs which we are talking about, and perhaps everyone here has not seen all the editions. They have included interviews with such people as Ralph Lapp on nuclear warfare, a half hour show with René Lévesque, an interview with Ted Sorenson, an interview with Dr. Martin Luther King, and the Herman Khan show on escalation. I think mention was made about the program not including studies in depth. I agree that the average item does not lend itself to a study in depth, but the program tries in each edition to have a study of depth of some subject. I could mention the automobile safety item, which had 35 minutes; the over-medication story; the kidney machine; the story, Summer in Mississippi, and—

Mr. MACKASEY: We have enough examples. I am not criticizing the topics.

Mr. LEITERMAN: I just wanted to make the point about discussion in depth, which is highly important. The same program unit produced the Viet Nam story which we made into a documentary because it would not fit into the one hour program. I have a vast list here which I can give you.

Mr. MACKASEY: If this type of program is to continue, and I hope it does, management, producers and perhaps some neutral bodies will have to analyse the whole situation and define the freedom which producers should have, as well as to outline to the producers where the role of management begins and ends, even though you have it all documented. Obviously, there is some confusion. To my mind, that is really the whole question.

Mr. LEITERMAN: May I answer that. It is not, in my view, a question of freedom of producers. Producers are not free; they are hedged about by an organization of supervisors which, I think, if examined in detail, would amaze you. The kind of supervision which is conducted on "Seven Days", is a very complete, adequate and, I think, a very important one. We do not ask for freedom; we simply ask that the program department which is charged with the responsibility by C.B.C. management of dealing with programs be allowed to exercise that responsibility. That is where it has broken down.

Mr. MACKASEY: Well, obviously prior to November 18, according to Mr. Watson—and I am sure you are familiar with his contribution—almost every week resulted in a crisis, at least prolonged debate or discussion between management or some segment of management and the program department.

Mr. LEITERMAN: May I explain why that was.

Mr. MACKASEY: No, I would like to tell you why. It is because I think management is not too sure how far you want to go and you people resent management's interest in the program.

Mr. LEITERMAN: No, sir.

Mr. MACKASEY: The point I brought out with Mr. Watson was that despite this competence, deliberations, consultations and so on he could recall but one program that was vetoed despite the controversy that was raised about it, and in this connection I think he referred to a program on the Royal visit to Quebec City which indicates to me, at least, that management at the time was groping for some proper solution to the problem. But, obviously, these conflicts came so often that on November 18, finally management sought to resolve it some other way; in other words, they put their foot down, and you obviously agreed to their terms on November 18. But, what bothers me is this, Mr. Leiterman: I would have imagined that these types of conflicts would have been more frequent and this impasse we are in today would have been more logical at the beginning of your program rather than after having been on the air for months, and that you would have resolved your problems by now.

Mr. LEITERMAN: Yes, I agree with that part and with a good deal of your analysis but I would like to comment. The conflict, in my view, has been because management was not prepared to let the program department—I am not talking about “Seven Days” and I am not talking about me; I am talking about the supervisors and the general supervisor, very sober and conservative men who are constantly making decisions on behalf of all the programs that are put out by the department. As we have said, it is our task to put ideas forward and, goodness knows, many are turned down at my level, many others at the supervisory level. But, when the producers, myself, the supervisor and the general supervisor, having gone over and arranged the thing and tried our best—and this is done by the supervisors more than us because we are too busy with the program to weigh what is involved—decide it is worth doing or trying then it seems to me that management should have the courage and the wisdom to let the department operate it that way. That is where the conflict arose. If, at the end of a season the department has shown badly then, obviously, the department needs to be changed. But, the reason there was conflict every week was because management would not let the department operate under its own management; it imposed a system whereby anything that was described as sensitive had to go right up to the top and as soon as it hit the top the bell rang and there was trouble. Management found this intolerable. What might have been done was to look at the situation or sit down and discuss with all the people concerned what could be done because it was equally intolerable for us. We were trying to put on a show and having items killed on Saturdays and Sundays made it difficult for us because we had to pool things. But, instead of doing that, management’s decision was to say: Stop it; end it.

Mr. MACKASEY: We will be getting management next week.

I would like to have talked to you on the subject of the protection of controversial programs which you have mentioned in the release and on which you indicated you would like to expand, but since it is getting close to the end of the meeting I will drop that and go on to something else.

I noticed, in my amateurish way, a bias on the program. I should not use the word "bias" because what I mean is a leaning. You do say you try to give your programming some balance. However, let us take the subject of Viet Nam. Unless I missed some programs, I never did see a program favourable to the United States' side of the question. I may be wrong.

Mr. LEITERMAN: I wonder if you missed the interview with Bill Bundy.

Mr. MACKASEY: I did. I am glad this was an exception. I felt your approach to the abolition of capital punishment was slanted towards the side of abolition.

I will again refer to the interview with Mr. Wagner. Mr. Wagner has indicated to the press that he did almost an hour's taping with your people maybe fifteen months ago and yet, during the parliamentary debate on abolition and retention the clipping on Mr. Wagner's interview ran for no more than five minutes. Why would that particular five minutes be shown and not another five minutes of the hour?

Mr. LEITERMAN: That was the only five minutes in the entire interview with Mr. Wagner in which he discussed the subject of capital punishment. It contained every word which was said on that subject. Before that was aired, the tape of that program was taken to Quebec City by the producer of the program and shown to Mr. Wagner because it had taken place some time earlier. We asked him whether he would prefer to stand with that or whether he would like to do another one updating his views. We were most careful to see that that represented what he wanted to say and that it was still valid. It was only with his complete compliance and permission that that was aired in that form. He had the option of doing it again if he wished. He said he liked what he said, he said he liked the interview, he liked the Hot Seat, and he preferred to go on with it.

Mr. MACKASEY: I am not surprised he would say that.

Mr. LEITERMAN: May I say—just to clear the record—that when the original Hot Seat was done with Mr. Wagner, the week following that—it was not the week following, it was very shortly afterwards—a portion of that was aired. There was a great deal of other material which was not relevant, and we did not feel we were justified in presenting a full hour of Mr. Wagner, or a larger portion than we did.

Mr. MACKASEY: I have one last question. Are you as pessimistic as Mr. LaPierre about the possibility of this matter being resolved, and if it is resolved, of the program continuing? Mr. LaPierre mentioned that it is over the hill and it does not really matter whether the committee resolves it or is an instrument towards it being resolved because, regardless of the outcome of this argument with management, the program can never be resurrected. Are you that pessimistic?

Mr. LEITERMAN: I am not that pessimistic. I think Mr. LaPierre is completely wrong. It would be an enormous tragedy if this fuss over the simple matter of hosts and some of the other matters which we discussed here resulted in killing what I think has been judged by many countries as a most remarkable



experiment. I am not pessimistic. I do not think the program will die. I think the means will be found to get the thing back on the rails and to end the dispute so that we can still have whatever it is that "Seven Days" can give us.

Mr. MACKASEY: I think that on that optimistic note I will end my questions.

The CHAIRMAN: I do not think we should go into another series of questions.

We have to decide on one thing. May I ask the members of the steering committee to stay here after adjournment?

The Chairman has been told by many members that attempting to sit tomorrow morning is impractical, and that we would be waiting for a quorum even longer than we did tonight because of the caucus meetings and because of various other things that are going on. Is that the general feeling? I understand it is.

I must tell you that we will not be able to meet in this room. Our meeting will have to take place in room 209 where this committee originally sat at the beginning. We will meet tomorrow afternoon at 3.30 or after the question period in the House.

Mr. MACDONALD (*Prince*): Mr. Chairman, shall we also make a motion with regard to the quorum? There has been some conversation about reducing the size of our quorum to eight so that we can carry on. We are going to have many meetings in the next week or ten days. Is a motion necessary to bring that before the House?

Mr. PRUD'HOMME: We should change the quorum, and the committee should vote on that.

Mr. MATHER: I wanted to ask a question on the relevancy of my motion.

The CHAIRMAN: It will be considered by the steering committee.

Mr. BASFORD: Mr. Chairman, could the steering committee meet at 9.30 tomorrow rather than tonight because it will be a long meeting?

The CHAIRMAN: Yes. We will meet in my office, room 465, West Block, at 9.30.

Mr. MACDONALD (*Prince*): What about the quorum, Mr. Chairman?

The CHAIRMAN: The steering committee will take that up.



## APPENDIX "4"

P.O. Box 500, Terminal "A", Toronto, Ontario.

Mr. Douglas Leiterman,  
53 Larabee Crescent,  
Don Mills, Ontario.

Dear Mr. Leiterman:

This will confirm our agreement that you shall undertake the duties and responsibilities of Executive Producer of the program series "This Hour Has Seven Days", effective August 1, 1965, until the expiry of your present Producer contract, on July 31, 1966.

The extra services required of you in this capacity beyond those already provided for in your Producer contract are as follows:

- (a) General planning for program series in consultation with the Supervisor of Special Programs, Public Affairs and other Network Program Officers.
- (b) *Responsibility for the selection of scripts and principal artists.*
- (c) Supervision over and co-ordination of the work of Producers, Directors, and other staff in this series, including the establishment of terms of reference for the series and for each program, and ensuring their adequate execution.
- (d) Maintenance of budgetary control for the program series as a whole, as delegated.

In the carrying out of these duties, you will be responsible to the Supervisor of Special Programs, Public Affairs, in all matters of policy, program content, operations, administration, production and scheduling, which pertain to this series.

In consideration for the services set out above, you will in addition to your regular contract salary, be paid a fee of \$... per annum, payable to you monthly, effective August 1, 1965 until July 31, 1966.

In addition to the foregoing, you will be paid the sum of \$... for the production of one program in the "Document" series.

Further, it is agreed and understood that on all occasions when you are called upon to provide services covered by the CBC/ACTRA Collective Agreement for Performers in Television during the term of this agreement, the Corporation shall pay directly to ACTRA the required work permit fee covering your services within ACTRA jurisdiction.

Would you be good enough to signify your acceptance of these terms and conditions.

Accepted by:

(sgd.) DOUGLAS LEITERMAN

Dated this 14th Day of Oct., 1965.

For Canadian Broadcasting Corporation

.....  
Supervisor of Special Programs, Public Affairs.

## APPENDIX "5"

## CANADIAN BROADCASTING CORPORATION

*Program Policy No. 65-6*

Sept. 13, 1965.

PROGRAMMING: POLICY AND PROCEDURES  
PUBLIC AFFAIRS PROGRAMMING: THE HOST AND PROGRAM PERSONALITIES*Objectives of Public Affairs Broadcasting*

The roles of the Host and Program Personalities must be considered within the context of the accepted objectives of Public Affairs broadcasting. These have been stated as:

- (1) To provide information to the Canadian public about a large number of topics, some of them of current interest, some of them of more lasting importance.
- (2) To present a variety of viewpoints about those topics on which there is some difference of opinion, either internationally or within the Canadian community.
- (3) To present, fairly, the main points of view.
- (4) To facilitate the exchange of information and viewpoints between different sections of Canada.
- (5) To interest a larger number of Canadians in current affairs and in subject areas which might otherwise be outside the range of their experience, and to do this in as entertaining a manner as possible.

The principal standards which must govern programs and those who participate in them are these:

1. Information given should be accurate and reliable and based on an adequate factual background.
2. It is the duty of the CBC program planners to make sure that there is the necessary variety of informed opinions within a program series or throughout the broadcasting service as a whole.
3. In all presentations, producers are required to observe the canons of good taste.

*Classic Type Host or Chairman*

In the earliest days of broadcasting there evolved the classic type of host or chairman of discussion programs. His role was to be the impartial arbiter of the discussion or debate, to see that all sides and all facets of an argument had a fair chance to be heard, to identify and call on speakers, to provide a factual background for the discussion and to sum up the arguments at the end of the

program. In Canada "Farm Radio Forum", "Citizens' Forum", "Les Idées en marche" and such special broadcasts as the Couchiching Conference are prime examples of such broadcasts. In these programs the chairman or host rarely, if ever, ventured an opinion of his own.

First in radio and then in television the role of the chairman in CBC programs began to change. In such broadcasts as "Press Conference", and "Conférence de presse" the chairman became gradually a participating 'compère', in which role in addition to his responsibilities as moderator of the discussion he had a responsibility to put questions to the guest or to raise issues when he felt that a point needed clarification or amplification. The change in his role became increasingly important when "Press Conference" appeared on television. The size of the panel of questioners was decreased from as many as five or six in radio to as few as two or three. In the television medium that pace of the program demanded that all present participate fully in the discussion. The need for the chairman to identify speakers disappeared and a more open, less structured style of program developed.

As television styles changed the film documentary and magazine techniques which were adopted brought about a change in the role of the host. He was no longer simply the moderator of a panel but a scripted narrator and interpreter of what was seen and heard. Occasionally, by intonation or facial expression he would convey his own feelings to the audience about some controversial issue, but by and large he restricted himself to the script.

#### *Developments in the Host Concept*

It is axiomatic that broadcasting cannot be a static medium. Styles and formats change in response to technological advances and to an increasing sophistication in the public taste. Controversial issues can now be discussed more freely and with less inhibition than was true a few years ago. These developments have created a more vivid and varied television style and an audience which welcomes vivid and lively presentation.

Under the impetus of these conditions there has arisen in this country, as well as in Europe and the United States, a more free-wheeling style of television journalism, both in the field of the documentary and the magazine program. A number of different kinds of programs have been developed in which central figures of various types play a continuing role. Common to this kind of programming are one or more of the following on-air performers:

- (a) *The Participating Host*—This is the figure seen from week to week, introducing the program, leading the audience from item to item, sometimes conducting interviews and sometimes expressing opinions current in the public mind about the questions or issues being presented. The Participating Hosts in CBC broadcasting impart a personal tone and style to the programs in which they appear, but they should not express personal opinions on the issues under discussion.



- (b) *The Permanent Program Personality*—This is usually a person of some standing or reputation in his own right, established from such professions as journalism, academic life or politics, who handles the presentation of a particular item or several items in a number of different contexts. *Such a permanent program personality may conduct interviews or express views current in the public mind, some of which may be provocative.* The success of such program personalities will depend on their ability to stimulate audience interest in the subjects at hand and their capacity to demonstrate the importance, urgency or high interest of a particular subject or situation. *A permanent program personality will, therefore, project a considerable degree of individuality.*
- (c) *The Permanent Program Reporter*—This is usually a journalist attached to the program who researches and presents reports on particular items and conducts interviews in depth.

Magazine programs, because of their capacity to engage a large popular audience in the examination or discussion of public affairs questions, *depend to a considerable degree for their success on the use of distinctive personalities.* This development involves a trend away from the more sedate style of presentation. *It is recognized that the use of Permanent Program Personalities may entail the expression of views by them but the degree to which this is permissible depends on the way in which they conduct themselves under close supervision.*

There is no doubt, however, that the *audience* for such programs where they have been presented *enjoy a sense of direct and dramatic personal involvement* in such broadcasts.

*Conduct of Permanent Program Personalities (Including (a), (b) and (c) above).*

The descriptions above which provide for a considerable degree of individuality on the part of program hosts, permanent program personalities and permanent program reporters do not, however, allow these figures free rein in the conduct of the broadcast. It is understood that neither they nor the producer may work outside the framework of Corporation policies or without due supervision by the officials of the department whose responsibility it is to see that these policies are carried out. *While they may be encouraged, for the purpose of stimulating and engaging the audience and of giving point to the issues presented, to comment within reason and context, they should refrain from expressing overt or implied judgments or conclusions on controversial matters.*

They should also avoid taking a repetitious line on controversial questions in order to avoid the appearance of the charge of plugging a personal point of view or a particular bias.

It is essential that these on-air performers conduct themselves with maturity and with a clearly demonstrable sense of fairness, integrity and adherence to the facts. Unless their conduct reflects these standards the program will not convince the audience of its impartiality and fairness and they will do harm to the Corporation. It follows, therefore, that such performers must have recourse to and base their comments upon impeccable research and a solid factual background.



Insofar as the host tends to be the focus of attention in these important CBC programs, he should not consciously or inadvertently behave on the air in a way which would diminish the Corporation's reputation for impartiality or fairness in dealing with the variety of views in the community on controversial questions. It is expected that the programs in the magazine or documentary field will be challenging and sometimes provocative in stimulating public interest and discussion. This stimulus should arise from the clarity and impact of the information presented and the variety of well-stated views put forward for public consideration.

In inviting members of the public to express their reaction on public issues it is essential that this be undertaken with great care and deliberation. For example, it would be incorrect to invite the public to express their views to Members of Parliament or the government on trivial or unimportant matters. In fact such invitations should be used most sparingly and only in relation to issues of real significance where an expression of the views of the public would serve an important purpose. In all cases such action should only be taken with the express approval of the Directors of News and Public Affairs.

In furtherance of the interests of fairness and the appearance of impartiality on the part of these programs a producer should not normally act as the host of his own program if it deals with controversial issues. There may be particular circumstances, however, where it is useful and advisable for him to take an active part: for example, if it seems necessary for the producer to make some personal explanation with regard to the program; if he has a special rapport with the person being interviewed; if he has special knowledge and competence with respect to the subject being presented; or in an emergency caused by the unavailability of regular program personalities.

#### *Programming in General*

It should be borne in mind that the style of programs in this general field varies. As there are differences in style and purpose, so there are in the use of hosts and program personalities, not only by the nature of the program, but according to the individuals involved. Some producers will continue to use the classical detached type of host who merely introduces and guides the programs; others have recourse to hosts or program personalities or program reporters who participate in varying degrees in their programs as may seem appropriate.

Ottawa, September 13, 1965.

D. L. BENNETT,  
Director, Program Policy.

## APPENDIX "6"

## CANADIAN BROADCASTING CORPORATION

*Program Policy No. 66-2*

January 3rd, 1966.

## PROGRAMMING: POLICY AND PROCEDURES

## THE HANDLING OF SATIRE

Satire is described in Webster's Dictionary in the following terms: "(1) a work holding up human vices, follies, etc., to ridicule or scorn; (2) trenchant wit, irony or sarcasm used for the purpose of exposing and discrediting vice or folly." It has in its very nature, therefore, a serious intent and a relationship either explicit or implicit to serious matters.

The use of satire or humorous sketches to comment on current issues and personalities in the public eye has long been a tradition of modern journalism. It has been a feature of the press, of magazines, of radio and television for a very long time.

The Macpherson cartoon, the Max Ferguson, Wayne and Shuster, Eric Nicol sketch, the radio programs of Tommy Tweed, the columns of Art Buchwald, the earliest radio shows of Will Rogers, the current radio shows of Miville Couture, and even the pages of Punch, illustrate a tiny fraction of the many forms of satirical comment with which the public has become familiar. The television medium has naturally adapted the satiric form to its own purpose. Apart from satirical dramatic productions, satire may characterize an entire series such as the late night show, "Night Cap" or "Les Couche-tard", or a whole program within a series, e.g., the Ottawa produced election satire on "Public Eye", or it may be inserted in the form of items within a magazine show, e.g., "This Hour Has Seven Days" or "Aujourd'hui".

In almost every case the success of satire depends on revealing the ridiculous or the contradictory aspects of situations and human behaviour in a way which provokes wry amusement or laughter. Satire can be amiable or it can be savage, and perhaps the most savage example many can recall is the one put forward by Jonathan Swift in his essay, "A Modest Proposal" to deal with the Irish famine.

Satire is almost always painful to the people exposed to satirical treatment and often painful or offensive to the people who sympathize with its victims. Politicians and public figures tend to be the most frequently satirized personalities of our time, and these people are exposed to satire and often ridicule from a variety of different sources. Public men, whenever they are engaged in public controversy, become easy targets for satire.

Satire is often used to puncture the pretensions of people in places of power, to deal with hypocrisy and to lay bare social injustice when the normal methods of attack are ineffective. Thus, satire serves an important and useful purpose in the public media of communication.

No policy can prescribe how to be successful in satire; no policy can or should ensure that satire in its various forms will not in some measure hurt, annoy or offend some segments of opinion and feeling. If satire is going to achieve its purpose at all someone will be embarrassed by its impact. One principle seems clear; the risks of dealing satirically with subjects, institutions, symbols or people about which large numbers of the audience are emotionally or sentimentally involved are high indeed. For the strong royalist, a satirical sketch on the monarchy will always be offensive; for the individuals who have recently experienced a death in the family a satire on the business methods of undertakers will be very painful.

To the producers and supervisors who employ satire and humour in their programs, the following comments on CBC program policy are directed:

- (1) Where the intense personal feelings of the public are involved in a particular subject, programs should avoid mixing satire with a serious or thoughtful examination of that subject. The record of success in trying to mix satire as one ingredient in a serious examination of an important issue is poor; more often than not the public seems to be confused by this approach or it reacts strongly and negatively to the satirical treatment of an issue which they expect to be treated with dignity, intelligence and care.
- (2) Satirical comment should not be appended to a serious treatment of an important topic in such a manner that it amounts to an unfair or biased comment. It should not be inconsistent with the established facts.
- (3) Satire is difficult enough to mount, and ambiguous enough in its effect, that it should be used sparingly in programs whose main purpose is to encourage thoughtful consideration of important questions. Poor or inept satire damages not only the program and its purpose, but also the tradition of satire as a whole. Whenever there is doubt about the particular relevance of a piece of satire, wherever there is an uneasiness about its appropriateness or taste, the wise course is to reject it as an element in the program. Satire has to be expertly done to achieve its purpose. Most of the casualties should occur in the editing room or in the script, but not on the air.
- (4) Satire should not depend for its effect on the ridicule of physical handicaps, race, colour or religion. There are, of course, certain conventions in which humorous comment and satire are acceptable: for example, within the patterns of traditional Jewish humour, in the context of the more recent development of Negro-American humour, in Scottish and Irish humour, etc. Apart from these well-known areas; satire at the expense of the physically or mentally handicapped, or at the expense of racial and religious groups who have suffered because of their colour, belief or racial origin, should be avoided.

D. L. Bennett,  
*Director, Program Policy.*



## APPENDIX "7"

1. A. *Summary of Objectives*

1. To produce and to present the best possible national, regional, local programs in the Public Affairs field, both on radio and television, in French and English, for the widest possible audience and for those with specialized interests.

2. To embrace in these programs the fields of politics, economics, social and cultural life, education, the arts, sciences, and all other important activities in Canada and in the world.

3. To explain what is happening in Canada and in the world; how events and trends are going to affect this country and its people.

4. To present a continual stream of informed opinion on events in Canada and elsewhere.

5. To identify and to present important Canadian points of view.

6. To encourage the expression of popular opinion on current events.

7. To provide a national forum for discussion of events, trends, and ideas; thereby stimulating discussion within the Canadian community.

8. To present to Canadians leading figures in Canada and the world.

9. By the continual presentation of varying opinions, analyses and discussions, to encourage the Canadian community to scrutinize the quality and values of the changing patterns of Canadian life; and the objectives, policies, and philosophies of governments and other influential bodies, public and private.

10. By thorough responsible investigative studies, to examine the fabric of Canadian society and to bring to the attention of Canadians some of the strengths and weaknesses of Canadian life.

11. Through programs of practical instruction in the arts of personal, familial, and social life, to develop with appropriate educational bodies the learning potential of the public.

12. To involve Canadians in an understanding, appreciation, and enjoyment of the lovely arts.

13. To make Canadians more aware of the rich variety of Canadian life by presenting information and opinions from different Canadian regions and communities.

14. To develop the media of radio and TV as instruments of communication by continual experimentation and innovation in Public Affairs programming.



# 1. B. *Principles and Policies*

C.B.C. policies in Public Affairs programming and production are derived from the statement of principles formulated some twenty years ago by the C.B.C. Board of Governors, which are now incorporated in the B.B.G.'s and C.B.C.'s statement of guiding principles on political and controversial broadcasting. These principles are:

1. The air belongs to the people, who are entitled to hear the principal points of view on all questions of importance.
2. The air must not fall under the control of any individuals or groups influential by reason of their wealth or special position.
3. The right to answer is inherent in the doctrine of free speech.
4. Freedom of speech and the full interchange of opinion are among the principal safeguards of free institutions.

Two statements from a report made in 1949 by a committee investigating British Broadcasting are also relevant:

1. The broadcasting authority, in allotting opportunity for ventilation of controversial views, should not be guided either by simple calculation of the numbers who hold such views, or by fear of giving offence to particular groups of listeners. Minorities must have the chance by persuasion of turning themselves into majorities.

2. Listeners should understand that while the B.B.C. must be impartial in admitting controversy to the microphone, this does not mean that every talk must be impartial.

In all its broadcasts the C.B.C. relies upon these principles to guide those responsible for programming and production in the field of Public Affairs. Set out below are the guiding policies which follow from these principles:

## *Fairness in Broadcasting*

In all its broadcasts, the Public Affairs departments insist upon a high standard of fairness, and avoid advancing any consistent point of view. This does not and should not mean that every individual program is "balanced" within itself; but rather that program series and the total output of the departments present a multiplicity of points of view.

When emotionally-charged or highly sensitive issues are the subject of programs, it is desirable that all major views should be presented. An example of this might be a study of the reform of divorce laws in Canada. There are also occasions when issues not usually regarded as emotionally charged or highly sensitive may require special care in presentation. For example, an issue may be the subject of debate in Parliament, with a vote imminent and public interest high. In such a case all major points of view must be fairly represented in any program dealing with that issue.

There is one exception to the general rule. If, for instance, there is a major political controversy which is to be the subject of a program, it may be that one of the parties to the controversy will refuse to take part, relying upon the C.B.C.'s practice of presenting all points of view in such a matter to bring about cancellation of the project. In such a case the program may be proceeded with either by having someone sympathetic to the point of view of the person refusing to take part or in the last resort by announcing that one party to the controversy has refused to take part and by giving a factual statement of his position as it is generally understood.

### *Right to reply*

An important aspect of fairness in broadcasting is recognition of the right to reply.

Programmers attempt to foresee the situations where the right to reply will arise and insure that both sides are heard.

However, it is not unusual for a producer to realize in the course of presenting a program that statements prejudicial to, for instance, a political opponent may have been made. The departments will then make sure that the political opponent in question is given an early opportunity to answer what has been said. This avoids any situation where the C.B.C. is called upon to provide the right to reply.

### *Editorial position*

Generally speaking, individual programs or program series should not adopt an editorial position.

This is difficult since the presentation of any program involves editorial decisions such as what aspects of the problem should be presented in what way and by whom.

There may be from time to time issues in which presentation of both sides may be needless. An example of this is racial segregation, where we do not feel it necessary to give any great exposure to those favoring segregation although they are from time to time seen and heard on our networks.

A special difficulty arises when there is in the country a consensus of informed opinion. A good example of this is the pipeline debate in 1956. Opinion of informed observers at that time was, to all intents and purposes, 100% against the then government. Such situations present the C.B.C. with an interesting dilemma. Should Public Affairs programs recognize the consensus and thereby appear to take a position or should they go to unusual lengths to maintain the appearance of fairness, thereby giving a false impression of the situation? This dilemma is very hard to resolve and each instance must be studied and proper action decided upon at the time.

*Fair Comment*

Fair comment must draw a line between information which can be given should be accurate and reliable.

Fair comment involves a fair-minded presentation of the position of parties to a controversy.

Fair comment must draw a line between information which can be found to be true or untrue and viewpoints based on the evidence presented, which are those of the individual guests.

*Good Taste*

Good taste in Public Affairs programming is in no way different from good taste generally. It involves avoiding sleaziness and cheap cynicism and taking very special care in dealing with emotionally charged subjects.







OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE

ON

# BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 5

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WEDNESDAY, APRIL 27, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESS:

Mr. Douglas Leiterman, C.B.C. Executive Producer.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin  
(*Charlevoix*),  
Mr. Béchar, d,  
Mr. Berger,  
Mr. Brand,  
Mr. Cowan,  
Mr. Dubé,  
Mr. Fairweather,

Mr. Grégoire,  
Mr. Hymmen,  
Mr. Johnston,  
<sup>2</sup>Mr. Lewis,  
<sup>1</sup>Mr. MacDonald (*Prince*),  
Mr. Mackasey,  
Mr. Mather,  
Mr. McCleave,

Mr. Nugent,  
Mr. Prud'homme,  
Mr. Richard,  
Mr. Sherman,  
Mr. Stafford,  
Mr. Stanbury,  
Mr. Trudeau,  
Mr. Woolliams—(25).

M. Slack,  
*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Macquarrie before afternoon sitting of April 27.

<sup>2</sup>Replaced by Mr. Prittie before afternoon sitting of April 27.



## ORDER OF REFERENCE

WEDNESDAY, April 27, 1966.

*Ordered*,—That the names of Messrs. Macquarrie and Prittie be substituted or those of Messrs. MacDonald (Prince) and Lewis on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest:

LÉON-J. RAYMOND,  
*The Clerk of the House.*

## REPORT TO THE HOUSE

WEDNESDAY, April 27, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### THIRD REPORT

1. On March 22, 1966, your Committee received from the House of Commons the following Order of Reference:

*Ordered*,—That, saving always the powers of the Committee of Supply in relation to the voting of public monies, the items listed in the Main Estimates for 1966-67, relating to the Department of the Secretary of State, and all other Agencies for which the Minister is answerable in the House (excepting the Office of the Chief Electoral Officer) be withdrawn from the Committee of Supply and referred to the Standing Committee on Broadcasting, Films and Assistance to the Arts.

2. On Thursday, April 21, 1966, your Committee decided to meet for the purpose of hearing at this time the Secretary of State on the estimates of only the Canadian Broadcasting Corporation, and further decided that following the Minister, Messrs. Laurier LaPierre, Patrick Watson and Douglas Leiterman be invited to testify on the subject of the termination of Messrs. LaPierre's and Watson's contracts for the program, "This Hour Has Seven Days".

3. On Monday, April 25, 1966, your Committee also decided to hear Messrs. Gauntlett, Haggan, Hogg, Walker, Desorcy, Thibault, Marcel Ouimet and also the President of C.B.C., Mr. Alphonse Ouimet.

4. While examining witnesses, evidence was adduced of the possibility of a stoppage of C.B.C. services.

5. In view of this evidence, your Committee is of the opinion that the C.B.C. Management and C.B.C. Producers should avail themselves of the good offices of the Government, offered by the Prime Minister, on April 26 in the House of Commons, to avoid the possibility of any stoppage of C.B.C. services.

Respectfully submitted,

GÉRARD PELLETIER,  
*Chairman.*

## MINUTES OF PROCEEDINGS

WEDNESDAY, April 27, 1966.  
(11)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 3.50 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchar, Berger, Brand, Dubé, Fairweather, Grégoire, Hymmen, Johnston, Macquarrie, Mather, McCleave, Nugent, Pelletier, Prittie, Prud'homme, Richard, Sherman, Stafford, Stanbury, Trudeau (22).

*Members also present:* Messrs. Ballard, Chatterton, Leboe, MacDonald (Prince), O'Keefe and Peters.

*In attendance:* Messrs. Douglas Leiterman, C.B.C. Executive Producer; Hugh Ward Gauntlett, C.B.C. Supervisor, Special Programs, Public Affairs; Reeves Haggan, General Supervisor, Public Affairs, C.B.C.; and William Hogg, Director, News and Public Affairs, C.B.C.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman presented the *Third Report of the Subcommittee on Agenda and Procedure*, dated April 27, 1966, as follows:

Your subcommittee considered two proposals from Mr. Fairweather and Mr. Mather, relating to the possibility of stoppage of C.B.C. services and makes the following recommendation:

That the Main Committee recommend to the House that it urge the C.B.C. Producers and C.B.C. Management to avail themselves of the good offices of the Government, offered by the Prime Minister, to avoid the possibility of any stoppage of C.B.C. services.

On motion of Mr. Basford, seconded by Mr. Fairweather,

*Resolved*,—That the Third Report of Subcommittee on Agenda and Procedure be now concurred in.

At 3.55 p.m. the committee met *in camera*.

A "draft" Report to the House was presented by the Subcommittee on Agenda and Procedure; following consideration and amendment, the said draft Report was adopted *on division*, and the Chairman ordered to present it to the House as was the Committee's Third Report. (*See Third Report to House on previous page*)

At 4.30 p.m. the committee completed its *in camera* sitting at which time the Chairman requested the Vice-Chairman to take the Chair and the Chairman retired.

The Vice-Chairman called Mr. Leiterman who tabled the following documents, which were ordered printed as Appendices to this day's Minutes of Proceedings and Evidence:

- (a) PER CENT VIEWING CBC FULL NETWORK PROGRAMS BY EDUCATION (Averaged over 7 week period—January 29—March 18). (See Appendix 8)
- (b) PROGRAM CONTENT THIS HOUR HAS SEVEN DAYS 1965-1966 (23 shows) (See Appendix 9)

*Note: Copies of these documents were distributed to members of the Committee.*

The Committee resumed its examination of Mr. Leiterman on matters related to disputes within the C.B.C. and the witness supplied additional information.

The examination of Mr. Leiterman still continuing, at 5.40 p.m., the Committee adjourned until 10.30 a.m. on Thursday, April 28.

M. Slack,  
Clerk of the Committee.



## EVIDENCE

WEDNESDAY, April 27, 1966.

(Translation)

The CHAIRMAN: Gentlemen, your subcommittee met this morning and considered the two proposals, the two suggestions referred to it last night, and on the sub-committee's behalf, I can report on its recommendation. It will take the form of the third report of the subcommittee, as follows:

(English)

The third report of the subcommittee on agenda and procedure of the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Your subcommittee considered two proposals from Mr. Fairweather and Mr. Mather, relating to the possibility of stoppage of C.B.C. services and makes the following recommendation:

That the Main Committee recommend to the House that it urge the C.B.C. Producers and C.B.C. Management to avail themselves of the good offices of the government, offered by the Prime Minister, to avoid the possibility of any stoppage of C.B.C. services.

Can we have the motion?

Mr. BASFORD: I so move.

Mr. FAIRWEATHER: I second it.

The CHAIRMAN: It is moved by Mr. Basford, seconded by Mr. Fairweather, that the third report of the subcommittee on agenda and procedure of the Standing Committee on Broadcasting, Films, and Assistance to the Arts be now concurred in.

Is it agreed?

Some hon. MEMBERS: Agreed.

Motion agreed to.

Mr. CHATTERTON: Is it likely that the report will be accepted by the House tomorrow?

The CHAIRMAN: This would become the subject of further discussion, and presently I will have to ask everyone present, except members of the Committee, to move out of the room for a few minutes while the Committee discusses its report to the House.

I am told that this cannot be done otherwise but in camera.

Mr. BASFORD: I take it that the third report is concurred in?

The CHAIRMAN: Yes, it is.

The committee resumed at 4.30 p.m.

(Translation)

The CHAIRMAN: Order please. The committee will continue hearing evidence from Mr. Leiterman.

(English)

Since I have to leave I would ask the Vice Chairman to take the chair, please.

The VICE CHAIRMAN: The meeting will please come to order.

I have been asked to remind members to speak into the microphones.

As a result of last night's evidence there are two documents, produced by Mr. Leiterman, which are to be tabled. One is a copy of a document entitled "Per Cent Viewing C.B.C. Full Network Programs by Education," requested by Mr. Fairweather last night. The other is of a breakdown entitled "Program Content—This Hour Has 7 Days."

I would like a motion to table these and have them printed as an appendix to today's proceedings.

Some hon. MEMBERS: Agreed.

The VICE CHAIRMAN: Mr. Johnston?

Mr. JOHNSTON: Thank you, Mr. Chairman.

Mr. Leiterman, are you acquainted with the works of Marshall McLuhan?

Mr. LEITERMAN: I regret to say I have only the most cursory acquaintance with his works. Mr. Patrick Watson has a much closer acquaintance with them and I have tended, in the normal breakdown of responsibilities, to leave McLuhan to Watson. I hope the time will come when I have time to look through them.

Mr. JOHNSTON: Do you consider him to be a communications expert?

Mr. LEITERMAN: Yes, I would.

Mr. JOHNSTON: Do you agree with the thesis which he develops most strongly in "The Gutenberg Galaxy" and in "Understanding Media" that one cannot transfer easily from one media to another in communications? In other words, that if you are talking about television you cannot talk about it in terms of journalism, or in terms of the newspaper, or in terms of radio?

Mr. LEITERMAN: I would certainly agree that there is an enormous difference between the kind of impact which television has and the impact of the printed word. I think there are some comparisons that are valid; I think there are a great many which are not.

Mr. JOHNSTON: Would this be sufficient to make much of the evidence which this committee has heard irrelevant?

Mr. LEITERMAN: I would hope not. It seems to me that in the sense that both television and newspapers are in the business of journalism there are some important parallels.

Without having read Mr. McLuhan I would hesitate to give you my views on what he said, but I think there are many parallels which I could discuss, if you wish.

Mr. JOHNSTON: You have talked about being eight years with the C.B.C., and one would gather that the rest of the group—we have heard of this “Seven Days” team, for example—had also worked for some time in television.

Would you say that as the years go by you develop a method of talking about things that is rather different from the way the man in the street—the layman—would discuss them?

Mr. LEITERMAN: I do not know. Nothing occurs to me, although I suppose it is possible we have developed our own lexicon.

Mr. JOHNSTON: Now, you said you did the auditioning in developing the team for “Seven Days”. What sort of things do you do when you audition a person, who is going to become a part of the “Seven Days” team?

Mr. LEITERMAN: Well, you do not actually audition anyone except a host, or someone who is going to be on camera and even there it is rare for us to conduct formal auditions. The only formal auditions we have ever conducted have been for the singer. The rest of the on-camera people tend to be obtained because they are experienced in television or in other fields, on the basis of having seen them in other programs, or having used them. We will occasionally try someone as an interviewer in a dry run.

Mr. JOHNSTON: And do they fill in the questionnaire?

Mr. LEITERMAN: Before they are employed on the staff at the C.B.C. they fill out a very lengthy questionnaire and for several days go through various kinds of tests and take loyalty oaths and many other such things; but if they are not on the staff, then to my knowledge they do not fill out the questionnaire.

An hon. MEMBER: A loyal oath to whom?

Mr. LEITERMAN: To the Queen.

Mr. JOHNSTON: And is this questionnaire which they fill out when they start working for the C.B.C. available to you as a producer?

Mr. LEITERMAN: Yes.

Mr. JOHNSTON: Does the questionnaire contain any questions concerning political affiliation?

Mr. LEITERMAN: I believe there are such questions.

Mr. JOHNSTON: Are you concerned—

Mr. LEITERMAN: It has been suggested to me that there may not be. It many years since I have seen this document, and I do not have an intimate knowledge of its contents.

From time to time people whom we have to employ have complained me of the intensity of the questions they were asked in the document, and one case one person who wished to be employed failed to be employed because she believed that she should not answer the part of the document which demanded that she be a Canadian citizen.



April 27, 1966

Mr. JOHNSTON: We have set a principle of tabling confidential documents. Would it be possible to have this questionnaire tabled?

Mr. LEITERMAN: I would think there would be no difficulty.

Mr. JOHNSTON: Could I make the formal request for it?

Mr. LEITERMAN: I do not believe it is a confidential document. It is available to anyone who wishes to apply.

Mr. JOHNSTON: Are you concerned with the political affiliations of the people who work with you on "Seven Days"?

Mr. LEITERMAN: Only in the most general way. We attempt to avoid inquiring about the political views of people whom we employ, but I am conscious, in a sense, that I would be unhappy to have on the program too many people who I knew subscribed to the views of any one party, in the same way that we try to avoid having too many people from one area of the country. We try to achieve some balance in that way. That is not always possible, but we try.

I do not think I have ever asked any member of the staff of the program whom they voted for, and I do not think I would; but I have a general idea of what kind of view they tend to support.

Mr. JOHNSTON: Would you say that the "Seven Days" group is a like-minded group politically.

Mr. LEITERMAN: No: I would have to describe it as enormously different particularly in terms of its political views and contentions.

Mr. JOHNSTON: With regard to a specific incident, the invention of the "Hot Seat" idea in the federal election campaign, Mr. LaPierre said he had something to do with the originating of this idea but had nothing to do with the technical development of it as it worked out. Was it arranged in any particular way, when the initial challenge was made on "Seven Days" for the leaders of the parties to present themselves in the "Hot Seat"?

Mr. LEITERMAN: Yes; there were very elaborate arrangements made through my supervisors and general supervisor.

Mr. JOHNSTON: Would you feel that all of the people involved would have a telephone available and would be able to call and would be watching the program that evening?

Mr. LEITERMAN: Maybe I should describe what was done, which, I think would answer the question.

We made sure that each party leader was informed through his administrative assistant, or some close member of his staff, of our intention to make an announcement on the program which would be of interest to them. That was done early in the week. As the week progressed it seemed to us, mainly in response to questions from the administrative assistants, that we should give more information to them about the arrangements so that if they wished to participate they would be able to do so. Therefore, later in the week each party leader, through someone on his staff, was informed that what would happen



on the program was that there would be an invitation to the five party leaders to be interviewed on subsequent editions of "Seven Days". I am satisfied that all the party leaders knew how this would be done on the program and that they would be offered the opportunity to call in if they wished; that there would be a "hot line" in operation.

Mr. JOHNSTON: I understand that one political leader, Mr. Robert Thompson, agreed to appear on the program on the same basis as people who had already appeared—and there were three weeks left prior to the election—and he did not hear again from the "Seven Days" program.

Mr. LEITERMAN: Well, I recall how the party leaders' acceptance developed, and the first to accept was Mr. Douglas who accepted while we were still on the air, and he was put on first.

An hon. MEMBER: He was on a plane when he accepted.

Mr. LEITERMAN: All I know is that he accepted. He said that he would like to go on and he was accepted.

Mr. Robert Thompson had one of his assistants telephone, I believe, the day after, or some days after, the initial invitation. There was some discussion with him about whether he could come to Toronto. It had been our hope to have the party leaders come to Toronto because we had the kind of facilities there which we needed and because we could then guarantee them parallel or similar facilities so that there would be no feeling that one had had a different kind of lighting, or make-up, or microphone, or one thing or another.

At the same time, there was discussion with the assistant of Mr. Caouette, or, I believe, with Mr. Caouette himself—I believed he telephoned—and he also indicated that he was willing to go on the program.

Mr. STAFFORD: Were you in touch with Mr. Grégoire?

Mr. LEITERMAN: I would have to consult the records to answer that question. I do not recall specifically whether we heard from Mr. Grégoire.

Mr. GRÉGOIRE: That was just a joke.

Mr. LEITERMAN: We had not yet heard from the office of the Leader of the Opposition or the office of the Prime Minister except in a very general way.

The question before us was how to handle the next edition of the program. Because Mr. Douglas had accepted first he was put on. After his appearance the question was how to handle the next edition of the program.

Again we had not heard from the office of the Leader of the Opposition or the Prime Minister. In discussion with Mr. Thompson we made it clear that, since there were only three more editions of the program, and since by that time we had no intimation that the Leader of the Opposition or the Prime Minister might, indeed, wish to go on, if they did we felt they would wish to be later than the other party leaders, which in our view, was the order of proceeding—that we should take the leaders of the minor parties first, assuming at the time they had phoned in was not a factor—and, at the end, the leaders

of the major parties. We were therefore obliged to keep open the last two shows at this stage. That was the stage when there were three weeks left before the election.

We told Mr. Thompson and Mr. Caouette that we would have them on the program on the third show before the election, the one following Mr. Douglas. Mr. Thompson declined.

Mr. JOHNSTON: Those two national leaders were to appear on one show?

Mr. LEITERMAN: Yes. We had given all the party leaders an estimate of how much time they could have, and it had been our intention, in a general way, to offer less time to the leaders of the minor parties than the leaders of the two major parties. It was, therefore, necessary for us, after the Douglas interview, to have the two leaders of the minor parties on the same program in order to have the Leader of the Opposition and the Prime Minister on the final program. We therefore told Mr. Caouette and Mr. Thompson that we would be pleased to have them on the third last program, both on the same show. Mr. Thompson objected to this and objected to being on the same program with Mr. Caouette. We said we would separate them with other program material.

Mr. JOHNSTON: Were the decisions respecting the holding of the final places for the two major parties and the decision to put the Creditiste and the Social Credit Group together a producer's decision or a management decision?

Mr. LEITERMAN: These decisions were made in the normal way by consultation with the producers of the program and the supervisors and the department.

I would not have anticipated that these decisions would go higher, although they might have without my being aware of it.

Mr. JOHNSTON: You are taking responsibility for that decision, or are you not?

Mr. LEITERMAN: I would certainly take responsibility at my own level, yes.

Mr. JOHNSTON: Do you feel that the failure of the government to act promptly on the Fowler Report, and the absence of information as to what basis it had, has left a vacuum in the broadcasting field?

Mr. LEITERMAN: Well, my own view on the significance of the Fowler Report, as I read it, is that it would have been a useful thing for action to have been taken on.

I am totally unaware of what the government's problems were, but I certainly think that the Fowler Committee Report pinpoints a great many of the kind of difficulties which have led to the present impasse. In fact, if you refer to it, it almost precisely forecast what has been developed before this committee; and knowing the conditions and knowing the thoroughness with which the Fowler committee had gone into some of the matters I cannot but feel that it would have been very useful if some action had been taken, yes.

● (4:50 p.m.)

Mr. JOHNSTON: Do you feel that the three inconclusive federal election have left a similar vacuum in Canadian politics?

Mr. BRAND: Mr. Chairman, what has that to do with the matter before us?

Mr. JOHNSTON: In my opinion, a great deal.

Mr. LEITERMAN: Well, I try to make my observations about Canadian politics those of a journalist. I find, in producing a journalistic program, it is important for me to follow, in general terms, the rule which every reporter follows, which is that he try to avoid making personal summations and restricts himself to what you might describe as journalistic observations.

Mr. JOHNSTON: I would like to refer to the philosophy of programming within an organization such as yours. You have spoken of having to reach for the moon with regard to the development and preparation of a program like "Seven Days". Mr. Watson also spoke of testing the boundaries and he said that this was a continual process for "Seven Days", that they were always probing the boundaries of what was possible on television. You yourself have referred to the experimental nature of each program. How many times do you feel a program deals with the circumference of what is possible on television?

Mr. LEITERMAN: Well, I would answer that in this way,—although I am not precisely sure what you mean by the word "circumference"—that I do not entirely agree with comments that have been made about testing the limits. I think you really have to be very careful how you interpret that kind of remark.

It seems to me that the program must be pushing forward with the development of the media and, to that extent, it will inaugurate or invent, to use a better word, devices such as hot seats and round tables; it will use a kind of an interview which is very different from the old objective use and the news type interview; it will have audience participation and that kind of thing. However, I do not believe that such a program must or even should have testing limits in certain areas, and I will amplify that by saying it is not my philosophy that a program like "Seven Days" should be far ahead of the average viewer in terms of what he wants, the kind of treatment he finds acceptable and so on. There are many programs on the C.B.C. which have an intention of going a good deal beyond the acceptance of the average viewer. They tend to appeal to small and restricted audiences who want that kind of thing. I think they are enormously important. I do not happen to work for such a program and I would not wish to. "Seven Days" is a mass audience show and we try, in every way we can, to understand from the viewers who write to us, or those who perhaps call us, the kind of thing they expect and then we pay a great deal of attention to the audience research surveys which often indicate, in a very surprising way, the wishes of viewers. There have been a number of instances where there was objection from management to the way something was handled afterward and the audience research report indicated that the viewers found this entirely acceptable. One such case was Mr. LaPierre with Collie LeRoy Wilkins Jr., the Klansman who had slain Mrs. Liuzzo.



Mr. JOHNSTON: Do you feel that this may have occurred because of a wrong set of questions, the answers to which indicated an acceptance of the program?

Mr. LEITERMAN: Well, that is an interesting question. I have found that the greatest care is necessary in interpreting viewers' responses. The phenomena is very well known and understood here—how the nature of the question asked can elicit a certain kind of response. I would comment on this, if this is the proper time for it and if it interests you. The interpretation of the C.B.C. research reports has been discussed at great length by us, by the C.B.C. director of research and, I understand, discussed with management, particularly in connection with satire and certain other areas. I can go into that later, if you wish.

Mr. JOHNSTON: To shorten the question, when Shakespeare developed the concept of reaching for the moon he put it against the corollary of plunging to the depths. Do you feel, as your program reaches for the moon, that it has to move in the opposite direction?

Mr. LEITERMAN: I think it should not; it would be a great pity if it did.

Mr. JOHNSTON: What prevents your program from attaining this higher level; is it a matter of taste or a matter of morality?

Mr. LEITERMAN: Taste is so enormously important to how a program like this is handled and we are guided, as programmers by the C.B.C.'s own tenets of taste, which may have been described here and are printed in one kind or another of documentation for the C.B.C. These are regarded as not being generally different from the taste of the community as a whole. Many questions that we air are decided on the basis of taste. Many treatments of stories and many pieces of film that are made are rejected by me on the basis of taste. In other words, it tends to be a subjective thing and our problem here is to use as taste guides a group of people who are responsible. Occasionally, we will even put something that we are uncertain about to a larger group. But, the two producers who are entirely responsible, the story editor and my supervisors form the group to which an acute question of taste is always put; and we reach a consensus before something, which may be experimental or which some feel goes too far, is put on the air.

Mr. JOHNSTON: In the document that was tabled it is stated that in all presentations producers are required to observe the canon of good taste.

Mr. LEITERMAN: Yes.

Mr. JOHNSTON: Do you feel you have fulfilled this requirement?

Mr. LEITERMAN: I think we have. We have tried very hard to. I am sure we all agree that no one can set down a documentation on taste to the effect that every item has to be examined on the basis of what is in it. It is impossible to describe in detail beforehand what kind of items might be presented so we simply look at them and, among the production group, attempt to make a decision. If there is any doubt it goes to our supervisors, to the department supervisors and the general supervisor of the department, and on that basis a decision usually is reached.



Mr. JOHNSTON: Mr. Watson introduced the phrase "index of enjoyment" into the evidence. How long does it take for that to return a report to you on any specific item in any program?

Mr. LEITERMAN: It reaches us in about a month.

Mr. JOHNSTON: Does any item that is aired on "Seven Days" ever serve as a taste probe for a document?

Mr. LEITERMAN: No.

Mr. JOHNSTON: The "Seven Days" episode on glue sniffing would not be a test for the document on LSD that followed?

Mr. LEITERMAN: No; that never would have occurred to us.

Mr. JOHNSTON: Even in spite of the fact there is somewhat of a similarity between the two.

Mr. LEITERMAN: The document on LSD had been in preparation for more than a year. Documents normally take anywhere from three to 12 months to prepare. LSD had taken longer than usual for a very special reason. It was great danger in airing anything at all on LSD without the most scrupulous are being exercised by us in the preparation of the program. My concern was, no matter what you put on about LSD, that there were many young people in the country who might decide, after seeing the program, that it was worth a try just for the kicks. I asked the producer of that program, Mr. Tom Koch and, later, when "Seven Days" did a document, Mr. Watson, who was the executive producer, about it. I asked Mr. Koch about it and expressed to Mr. Watson my view that we must be enormously careful to see that it was so well balanced and that everything was so carefully set out that the program would not encourage any young people to try it—or, older people, for that matter. This was a difficult thing to achieve and I am not sure we achieved it. I hope we did and I think we did. But, this was difficult because of the very fact that having something like LSD on television and then having an attractive man like Timothy Leary or Richard Alpert, a Harvard man, good looking, forward looking men, who talk about the long telephone wire of history and such beautiful phrases, and one of them says: I have taken LSD 100 times, in itself, will exert a strong compelling influence on people watching the program. So, as producers, we have to face the question and our superiors asked themselves: How do you balance or counter that kind of thing? We looked for a long time and interviewed a number of people who were said to be strong opponents of the use of LSD and who could warn the public about the use of that drug might mean. We eventually found a Dr. Abrahamson, so at Harvard, who seemed to be the best spokesman to warn viewers what to do; we made sure he spoke first on the program, was given a good long interview and had adequate opportunity to present his views. We prepared good discussion at long length but whether we succeeded—I hope we did.

Mr. JOHNSTON: I would like to ask how high up the management chain did the decision to put on the LSD show go?

Mr. LEITERMAN: I would only be able to tell you it went as far as Mr. Maggan, the general supervisor, but I imagine it went all the way up.

Mr. JOHNSTON: But you are not certain of that now?

Mr. LEITERMAN: Well, speaking of facts about which I know, I know that the process requires that a document by "Seven Days" go, at least, as I recall it, all the way through the chain at least as far as Mr. Walker.

Mr. JOHNSTON: Is it possible it could have gone on without having gone farther than Mr. Haggan?

Mr. LEITERMAN: I would say no.

Mr. JOHNSTON: What was the social purpose of that particular document?

Mr. LEITERMAN: Well, you know that LSD for more than a year or, possibly, a good deal more, has been discussed regularly in the newspapers. There have been stories about suicides by people on LSD and many major stories about it spreading through the universities, or it had come to us directly from universities. We got a lot of material from universities from kids who said that LSD was being used; that they were putting it in sugar lumps and trying it. And, we knew a major research program was underway in Saskatchewan by a Canadian with an international reputation in the field. We had him on the program. LSD had been widely discussed in *Time* magazine, *Newsweek*, *Life*, *Look* and all the media, and it seemed to us, of course, that we would have to deal with it eventually. My concern from the beginning was that it not be a quick or short-term effort, that we devote enough time to the subject and that we go far enough and talk to individual people so that we could do a balanced job. I do not think there is any subject which we have ever treated which I approached with as much caution or concern as the LSD item.

Mr. JOHNSTON: When you are adding up the risks on this did you consider the possibility of the impact which might be had by an hour long television program and that that might have a completely different effect than an impact of a magazine article?

Mr. LEITERMAN: Yes, very much. I totally agree with the suggestion in your question, that the impact of an hour television show is very much greater than the combined impact of all the other printed sources. Of course, this was in my mind; this was a basic question which I considered during those months.

Mr. JOHNSTON: You made an interesting remark about Mr. Timothy Leary and I believe you used the word "attractive" to describe this man. I watched the program as well and it seemed to me that this is one area where it would be possible to pin the program down to the charge of sleaziness. This word has been introduced into the evidence. There were many instances of this particularly during that incredible lecture that he gave on the balcony of that equally incredible building as well as that group of converts or disciples who were flaked out in various attitudes around him; and, the essay he was reading seemed to me to have at least without it elements of pornography—perhaps not pure but they were there. Would you consider this particular episode could be described with the adjective "sleazy"?

Mr. LEITERMAN: Perhaps I should make clear that I inaugurated the LS item because it was to appear on "Seven Days". I was in charge of the project

in a general way as executive producer for about six months. I knew the details of all the early filming. But, it became apparent that the subject could not be handled adequately in a "Seven Days" program in 20 minutes, which we tried to make the maximum for a "Seven Days" program, and even a 30 minute period really could not handle the subject in order to bring in all the facts that had to be brought in. Then we decided it should become a document. This was submitted to our supervisors and they agreed. Then, it was turned over to Mr. Watson, now the executive producer of document, and I think I would have to ask you to ask him why any part of that program was put on the air.

Mr. JOHNSTON: Did you feel that the point made by the California lecturer to that audience seated on the backdrop; that we do not know the point at which society can continue to function; we do not know the percentage of people that we can sort of allow to get involved in unreality, and that this constituted then a very grave danger to any society.

Mr. LEITERMAN: Yes, I do. I entirely agree with that.

Mr. JOHNSTON: Have you read the very recent *Time* magazine article where Mr. Leary is quoted as saying: The psychedelic battle is over and won.

Mr. LEITERMAN: I have not seen that story but it strikes me as a strange observation for a man who is under sentence or who has been sentenced to 10 years in jail by a Texas court for, I think, transporting marijuana.

The VICE CHAIRMAN: I do not want to interrupt you, Mr. Chairman, but to raise a question of whether or not we possibly are straying away from item number 1.

Mr. JOHNSTON: I do not think we are straying any farther than we have strayed in the past. For one of the few times I think we are being relevant.

The VICE CHAIRMAN: I am just drawing that to your attention.

Mr. JOHNSTON: Thank you. I am almost finished. Mr. Leiterman, have you personally experimented with LSD?

Mr. LEITERMAN: No, I have not. I might add it seemed to me essential that to one who was involved in the production of that program undertake any experiments in that direction.

Mr. JOHNSTON: The other morning you tabled a document in this committee and then after you had produced it you gave us the information that it was confidential. After this had happened a request was sent to the C.B.C. that it be allowed to be tabled. Was this fait accompli that we witnessed in this committee any indication of your method of dealing with management?

Mr. LEITERMAN: I am not sure but I think I understand the intent of your question. I think I can answer only by saying that it seems to me the contents of the document that you now have had tabled by the committee were quite essential to any discussion of Mr. LaPierre as a host. I could not have imagined the C.B.C. taking any objection to it being tabled. The reason it was confidential was marked so by the department was because it is a kind of thing which is intended for the use of producers, and the main purpose why it would be so marked would be so it would not find its way into the hands of certain other



people who might either be described in it or whose activities might be described in it. In other words, I would not have thought of it as a top secret document of any kind to which any public committee should not have access.

Mr. JOHNSTON: I have one last question. If you achieved the points that you set out as the three things that this discussion was all about, then the decision to present a program as important as the one on L.S.D. would not go beyond the position now held by Mr. Reeves Haggan within management.

Mr. LEITERMAN: I am afraid that is a total misinterpretation of the point I was trying to make. Maybe you would permit me to try to clarify that.

The decisions always must go to top management who are responsible for them. I would think it would be totally intolerable to have a situation in which a program, like the one on L.S.D., went on the air without management knowing about it. Of course management must know it, management is responsible for what goes on the air. My point is that if there had been an edict from management six months ago saying that "Seven Days" must not air any programming on L.S.D., I would think (a) that such an edict should not be issued by management without prior consultation with Mr. Haggan and the department, and (b) that the proper way for it to be done would be for management, if it had such an intention, to notify Mr. Haggan so that he could discuss and argue whether he agreed or not. Indeed he might ask his supervisors, or even the producer level, whether they had any such intentions.

However, if a program like the one on L.S.D. originates with the producers as this one did, then it goes to our supervisors for discussion, then to the department head—who is responsible for programming as I emphasized—then it goes by notification—usually a memo is sent describing the program—and it goes all the way up the line. If anybody in the higher echelons is uncomfortable or wants more detail about it, a request comes back down to us for more detail, and I think that is entirely proper. I did not want to give the impression—and I hope I have not, and if I have I would like to correct it—that I think that the responsibility ends with the program department. It is a question of divided responsibility. Of course management has the responsibility to manage. The program department has the primary responsibility for programming but not the total responsibility which is, of course, shared with management. When I say the program department, I emphasize I do not mean the producer or people at my level, I mean the heads of the department right across the board, in drama programs, children's programs, and so on. It is only when that responsibility is disregarded that trouble arises.

● (5.10 p.m.)

I also hope I have explained my view that if management disagrees with the program department, a discussion takes place and there is a lengthy and full discussion so that the department has no complaint and cannot have a complaint as long as that kind of dialogue takes place, and if no agreement is reached, then of course management's view must prevail. If the program department is sufficiently unhappy with the decision that is made, then the program head can resign, and that has happened in the C.B.C. a number of times.



Mr. JOHNSTON: Do you feel it is possible that management was simply not aware of some of the things involved in the presentation of an hour long documentary on L.S.D.?

Mr. LEITERMAN: I think my supervisor would be able to answer this question in detail, to tell you how much management knows. Normally I would not know. In fact, it is an important principle that the producer not be brought into the picture because the negotiations are at levels far above him. For one thing, it would worry him a great deal, and for another thing, it is very much better and the system works better if, after his supervisors have completed the negotiations—negotiations is probably the wrong word but let us call it “discussions”—with people senior to them, the producer is then told “You can do this, that or not do it at all”. You must understand that we get many instructions. Many times I am told by the department head that we should not do so and so, or that the story must be changed, or that this is not the right time to undertake a certain kind of thing. If I disagree, I am permitted to discuss it with him and my own supervisor, and there is a great deal of discussion. This is normal and it is a necessary process of making programs.

The VICE CHAIRMAN: Mr. Johnston, the employee questionnaire that you were asking about at the beginning of your questioning can, if you want, be tabled tomorrow morning by management.

Mr. JOHNSTON: Yes, I would request that it be tabled.

Mr. SHERMAN: Mr. Leiterman, without asking you to be repetitive, I wonder you could describe briefly the intellectual mating process, the fertilization and cross-fertilization, out of which, two years ago, you conceived, laboured and brought forth “Seven Days”.

Mr. LEITERMAN: Yes. I suppose it clearly originated more than seven years ago, maybe eight or nine years ago, with the B.B.C. program called “Panorama”. As far as I know, Panorama was the first television attempt to do the kind of thing which has been much developed both by Panorama in the years since and by “Seven Days”. Before I joined the Corporation, a program called “Closeup” was conceived by Ross McLean, the then supervisor of the department. I came to the C.B.C. to join that program. It was also an enterprise in television journalism. At that time the medium was a good deal less sophisticated technically than it has since become, so that there were a number of differences between that program and “Seven Days”, but it was essentially the same kind of thing. It was a half hour program but it expanded to an hour on regular occasions and, I believe, its first or second one hour program was the documentary which I did on the Dukhobors, which later won an award. During my years with “Closeup” I was the producer or director of the biographies that were done on the former prime minister, Mr. St. Laurent, and on Mackenzie King, two one hour programs, and of a number of such ventures into the business of journalistic biography. I also contributed to the program in a general way in many other kinds of items.

“Closeup” had, as producer, besides Ross McLean, its originator, Patrick Watson. I worked with that team in developing the kind of program which it became. After about five years I think, I left that program, and at about the

same time Mr. Watson came to Ottawa to produce "Inquiry", another kind of magazine program of a national political kind. I left to produce a series of one hour documentaries, first for Intertel, and then for a series called Document. All of these were part of the evolution of the "Seven Days" concept.

Another contributor to the evolution was the B.B.C. program T.W.3. It made a very substantial forward step in the use of satire. We decided—and I speak here initially of Watson and myself—that it might be possible to air a program of journalism very much like the old Closeup, which had since died a natural death after five or six years. We thought that it would include some of the elements of "Closeup", some of the elements of the documentaries which I have been producing, and some of the elements of satire. We also felt that it should have a singer and that it should be intended for a very wide audience. In fact, it was our hope that this program could bring matters of substance in public affairs to people who never watched other kinds of public affairs programs. You have to understand—and I think perhaps most of the committee members do—that the documentaries in the series I have produced seldom reached an audience larger than 10 per cent of the available viewers. This is also the audience which is reached by the C.B.S. Reports and the N.B.C. White Paper and similar documentaries everywhere.

We had the idea that if we could put out a program which had the other kind of material as well as the documentary style—I mean the satire and the singer who would sing what we hoped would be relevant lyrics about the contemporary situation, a true magazine program which would have departments of the same kind as *Time* magazine does dealing with everything from education to the human condition, the arts, sciences and politics—that it could have a very wide appeal. We hoped that if it were a fast paced program, so that the viewers did not get bored as they always seem to do with public affairs programs prepared in the conventional style—the reason they have low ratings on those programs is that viewers do tend to get bored with them—we hoped that such a program could bring important things to the mass audience to the people who read the sports pages only and who do not read *Harper's* magazine or the intellectual journals. We also hoped that if we built up an audience for "Seven Days", that that same audience might stay with us for the one hour documentaries.

One of the most exciting things that has happened is that this has come about, that the audience for the documentaries now equals, in most cases, the audience of "Seven Days" itself and reaches into the 28 to 32 per cent audience range as compared with anywhere from 7 to 13 for a normal documentary on any other network including the C.B.C. This means that we have been able to bring programs like "The Mills of the Gods", the Viet Nam show which you may know, won an award, "Flight 831", and the show on L.S.D., to vast audiences who would simply never tune in.

Mr. SHERMAN: I recall reading, about two years ago, in some national magazine—I am not sure of the precise magazine but I remember it was one or two national Canadian magazines—that a group of young producers and innovators was determined to prove that public affairs could

sell, that they could come up with a public affairs show on Sunday night which could outpull Ed Sullivan and any show you wanted to put against it. In other words, you achieved your purpose, your target?

Mr. LEITERMAN: Yes, and I must tell you that the extent to which it was achieved surprised us all. We had the hope that we might be able to get in 20 per cent of the audience rating, which would have been much higher than Closeup, and in fact would have been quite outstanding. We would have been delighted with it. I might offer for tabling, if you wish, the research report which shows that in the March 11 to 17 week This Hour Has Seven Days reached 34 per cent of the audience. This is a C.B.C. research report, which it might be as well to ask permission from the C.B.C. to table. It says that the viewing figure indicates the percentage of all English speaking adults and teenagers in the country who watched at least some part of each of these programs. On that basis, 34 per cent of all English speaking adults and teenagers watched at least some part of the "Seven Days" show. Other figures from the Nielson company suggest that the vast majority of them watched all or most of the show. This you must compare with the audiences which are reached by a program like "The Sixties".

I wish it to be understood that I think the minority audience programs are enormously important and that a program like "The Sixties", which reached 8 per cent of the audience as compared to 34 per cent for "Seven Days", nevertheless does a very important job, but it does a different job.

Mr. SHERMAN: I do not question your sincerity on that point but the point is that you exceeded your wildest dreams and expectations in coming up with a Sunday night public affairs show that would sell as well as "Bonanza", the Ed Sullivan show, or any entertainment show. When you decided on this format or concept, this imaginative idea, two years ago, to whom did you go with it? Did you go to some C.B.C. management people and speak to them about the idea?

Mr. LEITERMAN: The program germinated in about February of the year prior to its airing in October. Watson and I had discussed it long before that in general terms. By about February it went to Reeves Haggan, who is the supervisor. It was discussed at great length with him and many refinements to the original idea were brought in, many of them at his suggestion, some of them out of suggestions that reached him from people he talked to. I do not know about this but I assume that suggestions reached him from management as the development of the program progressed. I know that all decisions about what the program should be, including its title, went back up the chain from Mr. Haggan to the people he reports to.

Mr. SHERMAN: Were Mr. Haggan and his colleagues sceptical about this idea? Were they anxious, did they fear they were going to have the tiger by the tail, or did they think this was going to be a good, manageable, audience-pulling show which they could handle?

Mr. LEITERMAN: I suppose you would have to ask Mr. Haggan that, but so far as I know his consideration of it from the beginning was that this kind



of thing was not only important but that it should be handled in the normal channels. Never any discussion about it being difficult to handle had ever reached me. We all knew that it would be doing some things which had not been done before in a journalistic way. We knew it would be using the new techniques of actuality filming and *cinéma vérité*, and so on, but I do not recall any discussion at my level about difficulties with management or anything like that.

Mr. SHERMAN: In your earlier testimony you said management had been made very uncomfortable by some of your interviews and methods of interviewing. You classified, in this category of uncomfortable managers among others, Mr. Walker, who had been made uncomfortable by some of your methods of interviewing. When the format was being hammered out, the methods of interviewing must have been discussed; there must have been some agreement as to the attitude your interviewers were going to be given and your approach to interviewing that you were going to be permitted to take.

Mr. LEITERMAN: I cannot answer that. I just do not know. If you want my opinion about it, I would think not. You see, a program like this intends to develop policy as it goes along. Policy has always been designed and redesigned by the programs. In fact, the policy documents which have been tabled here and which you have, were developed after "Seven Days" had been on the air for some considerable time. You would understand this because no one could imagine just what kind of a satire the program would do or what kind of problems it would have to deal with.

Mr. SHERMAN: But they had T.W.3 to compare with; everybody has seen and heard about it.

Mr. LEITERMAN: Yes. I am sure that that comparison was used in a discussion of the kind of program we were doing, and I would assume—although Mr. Haggan would have to verify this—that that was discussed with management. The important point I am trying to make is that the program department does develop these programs, and I am sure Mr. Haggan will tell you about that. Programs are not developed by management; that would be against management's own rules. Management has set up a program department whose responsibility it is to develop programs. The program department decides what budget shall go into what shows, it can move budgets from one to another show, and it reports to management. Haggan was the chief man who had to decide whether he, as the general supervisor of public affairs, wanted to put on such a program. All our discussions were with him.

● (5.30 p.m.)

Mr. SHERMAN: Did you, Mr. Leiterman, ever have any misgivings of your own about the objectivity of the show or the interviewing techniques employed.

Mr. LEITERMAN: Yes, an enormous number of misgivings, and the feeling after the show had been on, that I should have done it in a slightly different way, or that we did not achieve what we had set out to do. You know, each



program, as you watch its development—I look at the items early in the week, and if I think they do not do their job, or the producer thinks that they do not do their job, they go back and they are re-worked. There are items which have been re-worked three or four times or more. Sometimes there are items which are left off the air for five or six weeks for redevelopment, because it is a difficult thing to try to get on television, on pictures, all the points of view that the reporter can usually get by picking up a telephone; and you often have people who do not want to go on the show and you have to find someone who can get their viewpoint across; or maybe you have the person there and the story editor tells you that they cannot get certain things, and you may decide that it just does not mean anything and it has to be dropped.

So that I can look back over the shows and I can point out, in practically every show, items which I was unhappy with, or less than totally satisfied with. I do, however, feel that there were shows that could have been done, or that were worth airing because they did part of the job which we could hope to complete later.

Mr. SHERMAN: Did you ever have any reason to reprimand either Mr. LaPierre, Mr. Watson, Mr. Hoyt or Mr. Troyer for their interviewing techniques.

Mr. LEITERMAN: No; I would not use the word "reprimand." I have often been critical of the interviewing of each of them, and I have suffered criticism of my interviewing from them and others.

Mr. SHERMAN: One of the more sensitive interviews was the one with James B. Donovan which you elected to do yourself, and there was the other one with Henry Cabot Lodge after his return from Saigon.

Mr. LEITERMAN: I did not do the Lodge one, but it would not be correct to assume that I did not have confidence in any of the rest of the stable of interviewers when I undertook to do the Donovan one myself. I was pleased to do it myself because I had a special interest in the way it was conducted; but I would have been quite happy to have had any of three or four others do this interview with very careful briefing.

Mr. SHERMAN: I take it, Mr. Leiterman, you would not agree with the viewpoint that has been put out by at least one national newspaper columnist, and perhaps more, that "Seven Day's" troubles really stem from the recommendations of the Fowler Report.

Mr. LEITERMAN: Well, I would agree with that to some extent.

Mr. SHERMAN: Would you elaborate on the extent to which you would agree with that?

Mr. LEITERMAN: Yes.

Mr. SHERMAN: Let me ask the question and then I will leave it to the Chairman to judge whether it is a fair question or not.

Could I ask you whether you would agree that top management in the C.B.C. suffered some considerable wounds as a result of some of the recommendations—some of the more painful recommendations—in the Fowler report,

and that, perhaps in exasperation, management lashed out at some areas of public affairs programming and "Seven Days" felt the sting of the whip?

The VICE-CHAIRMAN: In view of the many questions that have gone before I would allow that question.

Mr. LEITERMAN: I do not entirely agree with the description, but I would say that it was certainly my impression that senior management felt very much stung by the Fowler Committee's Report.

This was obvious from the president's own comments on the Fowler Committee Report and from things that senior management told us as producers at meetings that were held in some production centres afterwards; so I was in no doubt about it.

I do not think that there was a direct line of response to this event, and I have also said that I felt that the troubles of "Seven Days" with senior management went back long before the Fowler Report and are, in part, based on difficulties in allowing the program department its proper responsibilities as management has set them out.

But I would have to add that the attack on Mr. Watson, about which I was told directly by a member of senior management, had to do with, among other causes, his participation in the producers' association's brief to the Fowler Committee, which management was very unhappy about; that the advice to us that Mr. Faibish would be dropped, which my supervisor was told had to do with Mr. Faibish's working for the Fowler Committee; the fact of Mr. LaPierre's remarks in Winnipeg, which I was told directly management was very unhappy about; and the fact that those remarks had to do with the Fowler Report, seemed to me to add up to a situation where I find it difficult to avoid the opinion—and I am sorry for this circumlocution—that whatever relationship anyone had with the production of the Fowler Report was something that management was much concerned with.

Mr. SHERMAN: Could you indicate to the committee whether the "Seven Days" crisis would ever have erupted if the recommendations of the Fowler Report had been implemented?

Mr. LEITERMAN: I think I would agree that if some of the recommendations of the Fowler Report had been implemented it would have been highly unlikely that these troubles would have arisen, yes.

Mr. SHERMAN: If these particular recommendations which, perhaps, you and I are communicating telepathically at the moment, were implemented, do you feel that "Seven Days" and programs like it will not be in trouble again?

Mr. LEITERMAN: I would not go quite that far. I think the nature of a program like "Seven Days" requires it to continue trying and experimenting, and that it will always give some trouble to its supervisors. But if you mean trouble like this, I agree with you. I think the trouble should not go beyond the department itself; and, if it does go to management, if the representatives of

management are operating properly it should not break out in public, or get before a committee and so on. It should be possible to settle it by discussion within the Corporation.

We are not trying to put out a program which is not acceptable to management. In fact, the whole history of the program in the two years has been one of accommodation to management at various levels; and I think the program has accommodated very well to the views of the department about its responsibility.

I have had regular and severe arguments, as I think is proper, with the department itself and with my supervisors, but agreement is always reached. It may result, as I have said, in the dropping of them, or the acceptance of revision of an idea, and so on, but I see no need for us to get to this kind of public battle; and I do not think it would ever have if the recommendations of the Fowler Committee had been implemented.

The VICE-CHAIRMAN: I am sorry to interrupt, but—

Mr. SHERMAN: I have one final question.

Did you ever have the impression, in the climate in which you worked in the C.B.C. for "Seven Days", that Mr. Watson was the target for any particular, precipitate action by C.B.C. management because he was a rival for any job that might be coming up in the future.

Mr. LEITERMAN: No.

Mr. SHERMAN: Thank you.

The VICE-CHAIRMAN: Gentlemen, because of what transpired earlier I have some duties in the House, which you will understand. I will therefore ask for a motion to adjourn until 10.30 tomorrow morning.

Some hon. MEMBERS: Agreed.

Mr. PRITTIE: Is Mr. Leiterman going to be available?

The VICE-CHAIRMAN: Yes; I have determined that.

## APPENDIX 8

PER CENT VIEWING C.B.C. FULL NETWORK PROGRAMS  
BY EDUCATION

(Averaged over 7 week period, Jan. 29-Mar. 18)

Some Grade School		Completed Grade School		Some High School	
	%		%		%
Bonanza	63	Beverly Hillbillies	59	Hockey Night	49
Don Messer's Jubilee	63	Bonanza	57	Bonanza	44
Beverly Hillbillies	60	Don Messer's Jubilee	54	Ed Sullivan	43
Ed Sullivan	57	Hockey Night	54	Beverly Hillbillies	42
Country Hoedown	54	Ed Sullivan	52	Country Hoedown	34
Hockey Night	53	Country Hoedown	49	Don Messer's Jubilee	34
Red River Jamboree	53	The Fugitive	46	The Fugitive	33
The Fugitive	52	Danny Kaye	44	<i>This Hour Has 7 Days</i>	33
Flashback	46	Perry Mason	44	Danny Kaye	32
Hazel	45	Red River Jamboree	43	Front Page Challenge	29
Perry Mason	45	Flashback	42	Hazel	28
Patty Duke	42	Front Page Challenge	42	Perry Mason	28
Danny Kaye	41	Hazel	42	Flashback	27
Front Page Challenge	41	<i>This Hour Has 7 Days</i>	40	Red River Jamboree	27
<i>This Hour Has 7 Days</i>	41	The Defenders	38	Patty Duke	26
The Defenders	38	Patty Duke	38	The Defenders	24
The Serial	32	Jack Benny	34	Juliette	24
Jack Benny	31	Juliette	32	Jack Benny	23
Show of the Week	31	Show of the Week	31	Show of the Week	17
Juliette	30	The Serial	28	The Serial	15
CBC Newsmagazine	25	CBC Newsmagazine	22	CBC Newsmagazine	14
Telescope	23	Telescope	21	Telescope	13
Festival	23	Festival	20	Festival	1
Provincial Affairs	23	Nation's Business	16	The Sixties	
Nation's Business	19	Eye Opener	14	Eye Opener	
Eye Opener	14	Provincial Affairs	14	Provincial Affairs	
The Sixties	14	The Sixties	14	Nation's Business	



PER CENT VIEWING C.B.C. FULL NETWORK PROGRAMS  
BY EDUCATION

(Averaged over 7 week period, Jan. 29-Mar. 18)

Completed High School		University		Total (+)	
	%		%		%
Hockey Night	44	Hockey Night	43	Hockey Night	47
Ed Sullivan	40	<i>This Hour Has 7 Days</i>	37	Bonanza	46
Bonanza	37	Ed Sullivan	36	Beverly Hillbillies	44
<i>This Hour Has 7 Days</i>	36	Bonanza	33	Ed Sullivan	44
Beverly Hillbillies	35	Beverly Hillbillies	32	Don Messer's Jubilee	36
Danny Kaye	34	Danny Kaye	31	Danny Kaye	36
Perry Mason	30	Front Page Challenge	30	Country Hoedown	34
Front Page Challenge	29	Flashback	27	The Fugitive	34
The Fugitive	28	Perry Mason	26	<i>This Hour Has 7 Days</i>	34
Don Messer's Jubilee	27	The Fugitive	24	Perry Mason	32
Country Hoedown	26	Don Messer's Jubilee	23	Front Page Challenge	31
The Defenders	25	The Defenders	22	Flashback	30
Flashback	25	Jack Benny	20	Patty Duke	29
Jack Benny	23	Juliette	20	Red River Jamboree	29
Patty Duke	23	Country Hoedown	19	Hazel	29
Hazel	22	Hazel	18	The Defenders	28
Red River Jamboree	21	Patty Duke	18	Jack Benny	25
Juliette	20	Festival	17	Juliette	24
Show of the Week	19	Red River Jamboree	17	Show of the Week	21
Festival	16	Show of the Week	17	The Serial	19
The Serial	16	CBC Newsmagazine	15	Festival	16
CBC Newsmagazine	15	Telescope	14	Telescope	15
Telescope	14	The Serial	12	CBC Newsmagazine	15
The Sixties	10	The Sixties	11	The Sixties	10
Eye Opener	9	Provincial Affairs	10	Provincial Affairs	10
Nation's Business	8	Eye Opener	8	Nation's Business	9
Provincial Affairs	6	Nation's Business	8	Eye Opener	9

(+) The total includes persons still at school in addition to those who have completed their education.

## APPENDIX 9

## PROGRAM CONTENT

## THIS HOUR HAS 7 DAYS

1965-1966 (23 shows)

	%
National Affairs .....	20.6
International Affairs .....	12.8
Business Industry & Labour .....	10.4
Social Problems .....	9.4
Science & Medicine .....	8.5
Satire .....	8.2
U.S. Affairs .....	7.8
Celebrities .....	6.0
Songs .....	4.7
Education .....	2.8
Sports .....	2.7
Religion .....	2.4
Arts .....	1.0









OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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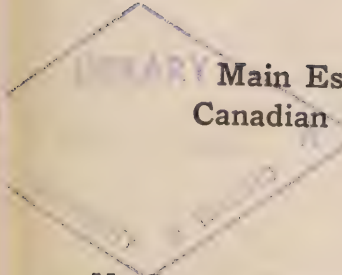
MINUTES OF PROCEEDINGS AND EVIDENCE

No. 6

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THURSDAY, APRIL 28, 1966

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Main Estimates (1966-67) of the  
Canadian Broadcasting Corporation

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WITNESSES:

Mr. Douglas Leiterman, C.B.C. Executive Producer; and  
Mr. Reeves Haggan, General Supervisor, Public Affairs, C.B.C.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Hymmen,
Mr. Béchard,	Mr. Johnston,
Mr. Berger,	Mr. Mackasey,
Mr. Brand,	Mr. Macquarrie,
Mr. Cowan,	Mr. Mather,
Mr. Dubé,	Mr. McCleave,
Mr. Fairweather,	Mr. Nugent,
Mr. Grégoire,	Mr. Prittie,

Mr. Prud'homme,
Mr. Richard,
Mr. Sherman,
Mr. Stafford,
Mr. Stanbury,
Mr. Trudeau,
Mr. Woolliams—(25).

M. Slack,  
*Clerk of the Committee.*



ORDER OF REFERENCE

FRIDAY, April 29, 1966.

*Ordered*,—That the Standing Committee on Broadcasting, Films and Assistance to the Arts be authorized to sit while the House is sitting, such authority to have effect from Monday, May 2, to Thursday, May 5, inclusive.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*

## REPORT OF THE HOUSE

FRIDAY, April 29, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### FOURTH REPORT

Your Committee recommends that it be authorized to sit while the House is sitting, such authority to have effect from Monday, May 2 to Thursday, May 5, inclusive.

Respectfully submitted,

GÉRARD PELLETIER,  
Chairman.

*Note: The said report was concurred in on Monday, May 2, 1966.*

## MINUTES OF PROCEEDINGS

THURSDAY, April 28, 1966.  
(12)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 10.45 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Berger, Brand, Cowan, Fairweather, Grégoire, Johnston, Mather, McCleave, Pelletier, Prittie, Prud'homme, Richard, Stafford, Stanbury, Trudeau (18).

*Members also present:* Messrs. Duquet, Gray, Forrestall, Lewis, MacDonald Prince), Nowlan, O'Keefe, Peters and Régimbal.

*In attendance:* Messrs. Douglas Leiterman, C.B.C. Executive Producer; Hugh Ward Gauntlett, C.B.C. Supervisor, Special Programs, Public Affairs; Reeves Haggan, General Supervisor, Public Affairs, C.B.C. and William Hogg, Director, News and Public Affairs, C.B.C.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

Mr. Basford read into the record telegrams he sent on behalf of the Chairman, dated April 27, to Mr. Alphonse Ouimet, President of the C.B.C. and Mr. Tom Koch, President of the Toronto Producers Association, C.B.C., relating this committee's Third Report to the House presented April 27. (*See evidence*).

The Chairman tabled two C.B.C. *Application for Employment* forms. identified as Exhibit "A") *Note: Copies were distributed to members of the committee.*)

At 11.07 a.m., the Committee recessed until 11.15 a.m. to allow Mr. Leiterman to attend to personal business.

The Committee resumed its examination of Mr. Leiterman and he supplied additional information relating to programming problems.

The questioning of Mr. Leiterman still continuing, at 1.00 p.m., the Committee adjourned until 3.30 p.m. this afternoon.

## AFTERNOON SITTING (13)

The Committee resumed at 4.00 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Berger, Brand, Dubé, Fairweather, Hymmen, Johnston, Macquarrie, Mather, Pelletier, Prittie, Prud'homme, Richard, Sherman, Stafford, Stanbury, (18).

*Members also present:* Messrs. Langlois (Mégantic), Lewis, MacDonald (Prince), Peters and O'Keefe.

*In attendance: (Same as at morning sitting.)*

The Chairman read into the record a telegram, dated April 28, from Mr. Tom Koch, President, Association of Television Producers and Directors, C.B.C., Toronto, referring to mediation of dispute with C.B.C. officers. (*See Evidence.*)

The Committee resumed its examination of Mr. Leiterman relating to programming and other matters.

The questioning of Mr. Leiterman being concluded, Mr. Brand thanked the witness, who in turn thanked the committee and he was permitted to retire.

It was agreed that the subcommittee on Agenda and Procedure would meet this evening to reconsider the remaining list of witnesses and other matters.

The Committee also agreed to sit again this evening.

At 5.50 p.m., the Committee adjourned until 8.00 p.m. this evening.

#### EVENING SITTING

(14)

The Committee resumed at 8.15 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Béchard, Berger, Brand, Fairweather, Hymmen, Johnston, Mather, Pelletier, Prittie, Sherman, Stafford, Stanbury, Trudeau (14).

*Members also present:* Messrs. Langlois (Mégantic), Lewis, MacDonald (Prince), Peters and Whelan.

*In attendance: (Same as at afternoon sitting with the exception of Mr. Leiterman).*

The Chairman presented the *Fourth Report of the Subcommittee on Agenda and Procedure*, dated April 28, as follows:

Your Subcommittee recommends:

1. That the Main Committee hear Mr. Reeves Haggan at 8.00 p.m.
2. That the Main Committee seek permission to sit while the House is sitting, such authority to have effect from Monday, May 2 to Thursday, May 5, inclusive.

The Fourth Report of the Subcommittee on Agenda and Procedure was agreed to *unanimously*.

The Chairman called Mr. Haggan who tabled a document, dated April 14 1966, "Request to the President for reconsideration of several Head Office decisions adversely affecting the responsibility of the Public Affairs Department". (*Identified as Exhibit "B"*).



*Note: Copies were later distributed to members of the Committee.*

Mr. Haggan made a statement dealing with, amongst other matters, the non-renewal of contracts of Messrs. Watson and LaPierre, and was examined on matters relating to the Public Affairs Department and program policy.

The Chairman read into the record a telegram he had just received from Mr. Alphonse Ouimet, President of the C.B.C., offering to meet with the Prime Minister or with any other person or persons he may designate. (*See Evidence*).

The examination of Mr. Haggan still continuing, at 10.00 p.m., the committee adjourned until Monday, May 2, at 3.30 p.m.

M. Slack,  
*Clerk of the Committee.*



## EVIDENCE

THURSDAY, April 28, 1966.

● (10:45 a.m.)

(Translation)

The CHAIRMAN: Before continuing hearing the witness Mr. Leiterman, Mr. Basford the vice-chairman, has a communication for the Committee.

(English)

Mr. BASFORD: Mr. Chairman, I would like to say that the report we adopted yesterday was presented by me in the House at 6.10 p.m. last night and following the presentation of the report I took it upon myself, thinking, out of courtesy, we should advise the parties directly of what we had done, to have the Clerk send a wire to Mr. Alphonse Ouimet and Mr. Tom Koch, both in exactly the same form, which reads:

The Standing Committee on Broadcasting, Films and Assistance to the Arts today tabled in the House of Commons a report, the operative parts of which are: While examining witnesses, evidence was adduced of the possibility of a stoppage of C.B.C. services. In view of this evidence, your Committee is of the opinion that C.B.C. management and C.B.C. producers should avail themselves of the good offices of the government, offered by the Prime Minister, on April 26 in the House of Commons, to avoid the possibility of any stoppage of C.B.C. services.

Ron Basford,  
Vice Chairman for  
Gérard Pelletier  
Chairman.

As I say Mr. Chairman, I did that on my own authority and I hope it meets with the approval of the Committee.

I have had no replies to these wires and I do not know whether or not the Clerk has received any. Unfortunately, in case it arises, Mr. Koch did not receive his telegram until this morning. It left Ottawa at 6.40 p.m. last night but, he now has received the telegram and, earlier, had received the contents of the telegram.

Mr. BRAND: Perhaps we should look into the telecommunications system.

The CHAIRMAN: I have a second short matter to bring up at this time. These that I have in my hand are application forms that I am told were requested yesterday, and each member of the Committee will receive a copy of this form. We would appreciate it if members of the Committee would not ask that this be

printed in the record because it could delay the transcription even farther. So, if members of the Committee are satisfied to obtain a copy it will not go into the record.

Shall we then proceed to hear Mr. Leiterman. I have a request from Mr. McCleave, who is fourth on the list today. He has to leave the Committee shortly; he says he has only two questions and requests the privilege of being placed at the top of the list.

Some hon. MEMBERS: Agreed.

Mr. McCLEAVE: Thank you very much Mr. Chairman and colleagues. What I have to ask can be put in one question and it concerns the fact, Mr. Leiterman, that you sought legal advice in connection with the Claudine Auger interview. Was this advice paid for?

Mr. LEITERMAN: No, sir, not by me.

Mr. McCLEAVE: Was it paid for by the C.B.C. or was this rather informal advice that you had sought?

Mr. LEITERMAN: Well, the C.B.C. has a legal counsel system which begins with legal counsel at head office in Ottawa. Since they are remote from the program and production centre in Toronto there is legal counsel available to the program department other than the Ottawa legal counsel. The counsel I sought was from one of the men who are so designated by the Corporation and who are paid by the Corporation on, I believe, a fee basis rather than a regular salary.

Mr. McCLEAVE: Are you allowed to do this as part of a normal production of a show?

Mr. LEITERMAN: This has been normal procedure, yes.

Mr. McCLEAVE: Thank you very much.

The CHAIRMAN: Would you proceed now, Mr. Brand.

Mr. BRAND: Mr. Leiterman, you have mentioned quite a few of the different areas of consultation with the hierarchy in the system and the fact there has been no breach of policy so far as you are concerned because, in fact, you have come to an agreement. I have one particular question with regard to the program you had on over medication and the Parke-Davis Company. Were there any law suits threatened by this or other companies as a result of this program or as a result of any of your programs has there ever been any threats of law suits?

Mr. LEITERMAN: No, sir. There was no legal action from the Parke-Davis Company or any other drug company following the over-medication story. There has been no legal action against the program and we are proud of this because in the kind of investigative reporting field we work in legal actions are a possibility. The only action against the program during its two years' life was the injunction brought by another television network on a matter of contract relating to the Miss Canada contest.

Mr. BRAND: Do you feel good about the fact that none of these people or companies about whom you have done programs have considered them in such a light that they would require a law suit to satisfy themselves.



Mr. LEITERMAN: Yes, that pleases me very much. In the normal conduct of investigative reporting one must expect the possibility of law suits being launched, and one would sort of hope to win a decision from the courts to sustain the fairness of the program.

Mr. BRAND: I am interested in knowing, and this is apropos of this investigation—I do not think we pursued this completely, but correct me if I am wrong if we did—which slot, for example, Mr. LaPierre fitted into. Did he fit into an alliterative slot, or would you designate him as Mr. Laurier LaP., P.P.P. or something of that nature?

Mr. LEITERMAN: He would properly be designated as a permanent program personality.

Mr. BRAND: But, you would agree that the “permanent” part of the title would be more semantic than significant.

Mr. LEITERMAN: Yes.

Mr. BRAND: As I look over this document which includes a section on the participating host, the permanent program personality, and the permanent program reporter, there is a basic conflict between what is laid down in this and some of the reasons given for the failure to renew the contract, in this instance, of Mr. LaPierre.

Mr. LEITERMAN: I find them totally contradictory.

Mr. BRAND: Would you agree as a result of what has been said and what has been done since this directive has been issued that it might be a fair statement to say it would appear that a perfect program host for the corporation now would be one who sits on his hands and has a visual of a latter day Ed Sullivan.

Mr. LEITERMAN: Certainly, the expression of emotion has received a good deal of criticism. I re-read this policy document following last week's meeting with Mr. Ouimet in the public affairs department, at which time Mr. Ouimet said the program which I was producer of had been guilty of violations of policy—of frequent and intolerable violations of policy. As I said, I looked up some of the policy which was referred to and I can only conclude after reading this policy document, 65-66, on hosts, with whatever respect I can muster, the president never had read it. It seemed incredible that he should make the charges which he made against Mr. LaPierre and Mr. Watson if he had any awareness that such a document existed. And, the fact is it was one which was carefully codified, set out in great detail and covered everything a host could possibly be and a P.P.P. could possibly do; even reference to facial expressions and that kind of interviewing, which Mr. Ouimet has consistently referred to as being intolerable and improper in the C.B.C. media, is, in fact, described in great detail in this document, which has been approved.

Mr. BRAND: There is one other point I would like to bring up and that is with reference to the suggestion that a person could write to their member of Parliament. I note you already have designated that this is very carefully controlled. Do you attempt at any time to circumvent this in answers to letters which are sent in? I have seen one of these.

April 28, 1966

Mr. LEITERMAN: Do you mean do we sometimes, in replying to a person who writes in, suggest they write their member of Parliament?

Mr. BRAND: Yes.

Mr. LEITERMAN: That would be quite possible, and I would not think it would be forbidden or proscribed by the clause relating to a non-air-invitation. I should tell you that there is a department of the C.B.C. called audience relations which replies to almost all the letters that people send in. We see copies of these replies but we are not consulted about them. By this I do not suggest that other replies do not go out from individuals, particularly people like Mr. LaPierre and Mr. Watson. But, most of the replies are handled in that way. So, I would have to look at some such reply to tell you whether it had come directly from someone on the program or through the more general route, the audience relations department.

Mr. BRAND: I notice that instead of the word "strike" you use the term "withdrawal of services". In view of a certain medicare dispute in Saskatchewan a few years ago, when the doctors felt that the term "withdrawal of services" should be used, do you have any justification for using the term "withdrawal of services" rather than the word "strike"?

Mr. LEITERMAN: Well, the producers association seem to prefer to use such a term and I could not begin to interpret their reasons for doing so. But, I agree with you that "withdrawal of services" constitutes a strike.

Mr. BRAND: Mr. Chairman, at this time I would like to address a few remarks to yourself. As you know, some members have taken a considerable amount of time over the past few days in questioning the witness. Is it possible that the period allotted to each member for questioning could be shortened.

The CHAIRMAN: I am afraid that the only way of doing it at the present time, when so many members already have had no restriction whatsoever placed upon their time, is by a plea and recommendation from the Chair that the question period of each member be limited as much as possible.

Mr. LEITERMAN: Mr. Chairman, in response to the questioning which has just concluded on the host and the P.P.P. policy document, I referred the other day to the fact that I had seen a reference—that is, a special reference—to Mr. LaPierre in such a document; the committee will remember I looked through the document, and I since have, and I could not find a reference. Perhaps I should clear that matter up, if I may.

Mr. MACDONALD (*Prince*): Was there some other document in which reference was made to Mr. LaPierre?

Mr. LEITERMAN: I have located the document and it happened to be the fourth draft of the final document, which has been distributed to you. In the fourth draft there is the phrase: "An example of this type of performer is Laurier LaPierre in the program, This Hour has Seven Days." That came in subsection (b) under the development of host concept in the document you have. This draft is identical and the subsection is to the one you have except in the final release that sentence was dropped.

Mr. BRAND: Was he not referred to in a good manner?

Mr. LEITERMAN: Yes.

Mr. BRAND: I think that comment should be made.

Mr. LEITERMAN: But, as I say, that sentence was dropped sometime between August 19, 1965, when the fourth draft was submitted up the line, and when the final policy document came back down.

Mr. BRAND: That was the King James version rather than the revised edition?

Mr. LEITERMAN: Yes.

(Translation)

Mr. GRÉGOIRE: Mr. Leiterman, among all the—

Mr. LEITERMAN: One moment please.

Mr. GRÉGOIRE: Among all the public affairs programmes to be found on the English network of the C.B.C., do you have the impression that "Seven Days"—

Mr. LEITERMAN: I have a little bit of difficulty here.

Mr. GRÉGOIRE: Mr. Leiterman, among the public affairs programmes on the English network of the C.B.C., do you believe that "Seven Days" is the programme with the largest budget?

(English)

Mr. LEITERMAN: Yes. "Seven Days" has the largest weekly budget in public affairs. May I add that there has been some discussion in the press and by the president about the "Seven Days" budget and the cut in that budget. I said in his committee the other day that a cut of \$1,000 a week which has been made or next year constitutes a cut of about 7 or 8 per cent in our direct budget. The president is quoted in the *Globe and Mail* this morning to the contrary, and I will have to correct the president who is apparently not aware that the program budget is as I described it. The president's figure includes the direct and indirect budget. The cut of \$1,000 is in the direct or cash budget and amounts to the 7 or 8 per cent which I described.

(Translation)

Mr. GRÉGOIRE: Mr. Leiterman, do you think that the situation which has developed recently at the C.B.C. denotes a crisis between top management and the production level?

(English)

Mr. LEITERMAN: Yes. I think that we are saying that we are at the crisis or the top of the iceberg, as it has been described, of a situation which goes very deep; there is a fundamental difference between senior management and the program people not only in public affairs but in the other departments.



(Translation)

Mr. GRÉGOIRE: And this crisis would come from the fact that because on the top management side for instance, they are trying to interfere with what producers believe to be one of their own reserved domains?

(English)

Mr. LEITERMAN: Well, I think it is partly that. There is a kind of interference but you must understand that we, at the program level, and particularly at the department level, which I am not at, do not resent or disagree with management's right to interfere. All we say is that they must do it by the routes they have laid down by going through the channels they have suggested, and, they must be open to conversation and argument in this connection. In fact, the phrase the president used was: "To challenge". They must be open to this kind of thing. If it is simply a didactic it does not work.

If I may comment further, it seems to me it really goes very much beyond that question and has become a question of what has been described by others as a loyalty purge, the moving of people who will not constantly agree—that is, either removal or moving to another type of job people who have in any way stood up to management.

(Translation)

Mr. GRÉGOIRE: Do you think, Mr. Leiterman, that this crisis could be solved if the first principle were applied, one of the three which you said, namely consultation and discussion of top management with the programmes department relative to programme problems. Do you think that if this principle were applied it would solve part of the problem which now exists?

● (11:05 a.m.)

(English)

Mr. LEITERMAN: It would certainly solve part of the problem if you had a restoration of the consultative process. I do not think it would solve all but it would go a long way. At least, with the consultative process there is an opportunity for the supervisors and heads of departments to go back, discuss, argue and, hopefully, inform management. You know, much of the trouble has been that management is totally uninformed. It lives in isolation, in a different city. Generally, senior management talks only with itself; it has very little contact with the production level. Many producers have never met or exchanged a word with the senior officers, have heard from them only once in a while. You just do not have the kind of discussion which would allow a program like ours, for example, to explain to management why certain things were done or to give answers about why things were done. We do this through our supervisors, but there is often an unwillingness or an inability to comprehend.

The CHAIRMAN: Excuse me for a minute. There is a communication which have to make to Mr. Leiterman.

Mr. LEITERMAN: Mr. Chairman, may I request the permission and tolerance of the Committee to allow me a five minute recess to deal with an urgent program matter for Sunday's show? It has just come to my attention.



The CHAIRMAN: Does the Committee agree to a recess for five minutes? It is agreed.

—After recess.

The CHAIRMAN: Before going on with the questions, I have had a quick consultation with the steering committee which recommends to you that we sit this afternoon and tonight.

Mr. GRÉGOIRE: When did you have a steering committee meeting?

The CHAIRMAN: We did not have a meeting; we just had a quick consultation.

Mr. GRÉGOIRE: When was that?

The CHAIRMAN: Just a minute ago.

Mr. BÉCHARD: Did you consult Mr. Grégoire?

The CHAIRMAN: No, Mr. Grégoire was in conversation; he was busy. You are perfectly free to disagree if you wish, Mr. Grégoire.

Mr. GRÉGOIRE: I disagree for the same reason I had the other day.

The CHAIRMAN: There is a majority recommendation from the steering committee before you. It is not unanimous. I understand it is agreed by the Committee to sit this afternoon and this evening.

Mr. GRÉGOIRE: On division.

*Translation)*

Mr. LEITERMAN, on the part of the producers, now, do you think that there might be some kind of tendency to monopolize decisions and deny any right to top management or supervision over your programmes? Is there any tendency to this?

*English)*

Mr. LEITERMAN: Suggestions have been made by senior management, particularly in the last few days, that there seems to be nearly every day, I must say, a changed description of the reasons for the dismissal of the hosts, and the most recent one, reported in the *Globe and Mail* this morning, from the resident to the whole CBC staff across the country in a closed circuit radio address which lasted for nearly an hour yesterday, was that the hosts wished to have an independence of decision, and so on. I simply do not believe that that is except the instructions which come down in the proper way and have been true. I can only give you my own opinion, plus the experience of all the years that I have worked for the CBC and the two years that "Seven Days" has been on the air. I must tell you that most regularly, week after week, there has been evidenced a willingness by the programmers and by the producers to discuss with the department. Of course at the producer level there is always a desire for independence, and it would be a very unwise management which left producers alone to make their own shows. This we have never asked for; this I could not ask for; this I do not think would work. I think the only thing that

will work is supervision. We have always been prepared—and the record of the year is I think a complete demonstration of our willingness—to accept decisions, and this is a total refutation of the suggestion that we are not prepared to do so. However, the important point, it seems to me, is that we believe there should be discussion. Management is now saying that it is unhappy to have challenges, and in a sense it is unhappy to have us come back and say: "We would like to discuss this matter". That seems to be an essential and agreed difficulty.

(Translation)

Mr. GRÉGOIRE: Now, Mr. Leiterman, along the same line, you also said that top senior management is seeking to establish itself in a quiet and sure and certain position. Towards whom is the top management trying to establish this position, this secure and sure and safe and tranquil position?

(English)

Mr. LEITERMAN: As nearly as I can tell, the desire for tranquillity extends in most directions, downwards from top management and from top management out into the country. There seems to be an increasing desire by senior management not to have difficulties with the country at large, to avoid complaints, to avoid groups writing letters, to avoid complaints by this committee and by Parliament itself, to avoid any member of Parliament rising and criticizing the Corporation policy.

The desire for tranquillity is expressed, and has been very clear to all of the C.B.C. personnel in the last year and the last month, with the development of what is described around the Corporation as "the hard line", the unwillingness to tolerate the position of the middle management persons who are said to be willing to argue or stand up to senior management decisions. There have been some very significant removals of persons. Sometimes they are moved upstairs to jobs where they will not be in a position to challenge; other times they are moved sideways, and they have, in most cases, been replaced by persons who are known to be willing to go along with what management says, without asking questions or without disagreeing. This has been mainly evidenced since the reappointment of the president to a new seven-year term.

(Translation)

Mr. GRÉGOIRE: Do you think that top management may be right in seeking tranquillity in this way, insofar as public opinion or Parliament is concerned?

(English)

Mr. LEITERMAN: I think it would be the death of the Corporation if the time ever came that management were to put its desire for tranquillity above its desire and willingness to serve the people of this country by a discussion of the important issues which come up in the country.

(Translation)

Mr. GRÉGOIRE: I did not speak necessarily of this, I spoke of criticism. Do you think that top management might be right in seeking tranquillity in the face of criticism coming from public opinion or from Parliament?

(English)

Mr. LEITERMAN: It seems to me that there must always be criticism, that if a Corporation is doing its job and entering into a public discussion of the public affairs of the country, there will always be differences of opinion. The same applies to a program like "Seven Days", and it would be a disaster if everybody suddenly believed that the program was perfect and that it met all their needs; that there was nothing wrong with it. If a program or the Corporation is doing its job, it must be controversial; this is absolutely essential, and as soon as that ceases, I think we are in great danger in this country.

(Translation)

Mr. GRÉGOIRE: You then think that members of Parliament can be right, sometimes, when they criticize some themes, some events, some things that occur?

(English)

Mr. LEITERMAN: Of course.

(Translation)

Mr. GRÉGOIRE: Do you think that members of Parliament show any competence in the criticism that they address to the C.B.C.?

(English)

Mr. LEITERMAN: Yes. I have my own opinions about different criticisms. Some of it I personally find valid and it happens to coincide with my own views. At other times criticism from other members may not seem to me to be valid or to coincide with my own views, but this is the normal difference of opinion out of which, I suppose, a democratic society is made and operates.

(Translation)

Mr. GRÉGOIRE: Mr. Leiterman, often you find that management takes arbitrary decisions. This is what you mentioned several times towards the producers. Do you now think that if there is any criticism which comes from outside the CBC, then is top management showing a solid front and does it support the producers and the hosts? Do you feel that when the criticism comes from outside the CBC, you have the support of top management of the CBC?

(English)

Mr. LEITERMAN: It can happen both ways, but I must say that on most occasions when there is public criticism of the Corporation or of a program, the tendency of management—and it is an increasing tendency—is to duck and, as has been done on occasion, to issue an apology rather than to stand up for what it believes to be the principles, what ought to be the principles of public discussion. The easy way out is to say "We are very sorry; it should never have been done". On occasion I would agree such a response would be justified, but there have been occasions—and I have mentioned one of them here—where it has



seemed to me that that kind of hasty apology was not based on an adequate discussion or examination of the relevant facts.

(Translation)

Mr. GRÉGOIRE: In your second principle Mr. Leiterman, you spoke of establishing a protection for controversial programmes, for producers, to allow them more freedom of action to direct these controversial programmes without being victims of unjustifiable criticism or being the victims of plots. Do you believe that if senior management were to give you a list of basic principles for controversial programmes, and subsequently gave you all freedom of action within the limits of these principles, would this solve the problem?

(English)

Mr. LEITERMAN: No, I do not think so. In fact, the nearest equivalent to such a list does exist; it is the statement of principles which I tabled earlier in this hearing which sets forth the basic operating principles in the public affairs department. That is the document which, I think, covers the ground very well. It describes the need for a discussion of controversial matters and describes the need for balance and fairness in the discussion of them. I do not think we need any more documentation. I think there is a great deal of that now. I think what is needed is simply a willingness on the part of top management to discuss those things with the program people who have formulated these policies and who work on the programs—and I repeat I do not mean the producers such as myself but the people we report to, who have the over-all picture of the programs under their charge—and to work them out rather than to govern by edict.

(Translation)

Mr. GRÉGOIRE: My last question, Mr. Leiterman. In the specific case of Laurier LaPierre, his contract was not cancelled but only not renewed. Is that a fact? Do you believe then, that in the circumstances, the top management acted illegally?

(English)

Mr. LEITERMAN: No. You are correct, Mr. LaPierre's contract has not yet expired; it expires on May 8 at the conclusion of the television series. It would therefore not be illegal to have it cancelled. The impropriety which we referred to—

Mr. GRÉGOIRE: Was it cancelled or not renewed?

Mr. LEITERMAN: Not renewed.

Mr. GRÉGOIRE: It was not cancelled?

Mr. LEITERMAN: You are correct, it was simply not renewed. But the impropriety, which is referred to, is in my contract—of which I believe you have a copy—where the producer is given the responsibility for the principal artist on his program. That is his primary responsibility. As you know, the question was not even raised with me.



(Translation)

Mr. GRÉGOIRE: In consequence, the violation is in your case and not in the case of Laurier LaPierre, because it is in your contract that the responsibilities are defined and not in that of Laurier LaPierre.

(English)

Mr. LEITERMAN: That is correct. Mr. LaPierre can have no complaint if his contract is not renewed.

Mr. MACDONALD (*Prince*): Mr. Leiterman, I know that this matter has in a way, been dealt with from different standpoints, but I would like to ask you one question head-on: What do you conceive is the primary purpose of "Seven Days" as a program entity?

(11:30 a.m.)

Mr. LEITERMAN: As a program?

Mr. MACDONALD (*Prince*): As a program what do you consider to be its basic purpose? What is the program trying to do, basically?

Mr. LEITERMAN: To cover the widest possible range of subjects in this country and abroad, when the program could afford it, for the widest possible audience. I think that would be the simplest statement.

We are trying to present a magazine program which will cover the full range of public interest and activities, through the whole areas of science and medicine, and the arts and politics, particularly, national affairs—the ombudsman kind of thing.

Mr. MACDONALD (*Prince*): Many another public affairs program could equally follow those policies, but these programs usually do not appear anywhere in the popularity charts, or have the kind of support that this program has had across the country.

Mr. LEITERMAN: The difference is that "Seven Days" is a show which has been developed to include a great many items—a large number of items—in every show.

The reason for this is the same reason that the so-called weekly newsmagazines have a vast public popularity.

I think it could be described as a program which, in every show, ought to have some item to interest everyone. Now, in a show with ten items not every item will be of interest to each member here, but obviously there will be something in each show that will interest almost everybody.

Mr. MACDONALD (*Prince*): Would it also be fair to say that in the mind of the people planning the program there must be some sense that there must be something about this program something that is going to shock, alarm, disturb, or surprise the viewers? I know that in the minds of many of the people with whom I have discussed the program, there is this sense of surprise because some established principle or institution was being "knocked".

Mr. LEITERMAN: There are many ways of achieving the kind of impact that the program has, and surprise is a very important one. We try to achieve this in

many ways. The presentation is one of them. The program director, David Susskind, likes to boast that every bridge between items is always a different one. There are little devices first of all; then there are the actual contexts. I would be very uncomfortable on a show where the viewers could begin to predict what they were going to see. As soon as that happens you are beginning to lose your viewers.

The world is wide and interesting, and we are always on the lookout for material that may be as substantial a matter as the first television appearance of George Chester Spencer. This is a surprise; this is very exciting; because no one has ever seen this man and all of a sudden there he is; suddenly, for 20 minutes—or 17 minutes in his case—you are exposed to a man who is at the top of the news. This is the ideal kind of surprise.

There is the other case which may have to do with an item which will be on this week's show, which is a description of the life in captivity of a group of mice, kept by a university staff for examination, and the discovery that mice, like human beings, when exposed to certain kinds of excesses, behave in certain ways.

Mr. MACDONALD (*Prince*): I mean, there is the music—the bumpity, bumpity, bump—the visual effects, with the cameras dollying in and out, and the graphics and the way they are used. There is this compilation of things. One gets the impression that a good deal of public affairs was meant to be aimed towards the intellectual who is not willing to share in the way in which the actual instruments are used.

Mr. LEITERMAN: Your description is very accurate and you obviously have some knowledge of television. You have stated very precisely what the program attempts to do. We do not want our viewers to go to sleep in the middle. If the program, we consider, is going wrong we try to give it a little more of what is referred to by the program group as “bizaz” or “zip”. If something is running long so that people begin to be bored by it we try to shorten it.

You have to understand that we consider this not only a public affair program, but, frankly, as an entertainment program. We believe you must entertain in order to reach your audience with the serious matters in the program. This is not to say that entertainment is its primary function, but I would quote to you the comments of Alfie Gethrin, who, for NBC, developed and produced the most exciting public affairs program in that country, called “White Paper”. He has said, and has said to me, that if you ever stop entertaining you will never have the audience. You will be back to the 5 per cent or the 10 per cent or the 12 per cent who want the traditional form of public affairs conversation.

Mr. MACDONALD (*Prince*): Let me ask you this: In the way in which you carry out your public affairs program, in order to reach a large audience, you are saying it must be contained in an entertainment package?

Mr. LEITERMAN: Yes.

Mr. MACDONALD (*Prince*): Whether you use lively visuals, or graphics, whether it is an attractive girl—

Mr. LEITERMAN: Yes.

Mr. MACDONALD (*Prince*): —or a big subject which is of particular significance. But really, do you not think that perhaps there is the kind of public affairs program which can be done without, shall we say, this "gimmickry"?

Mr. LEITERMAN: Yes, and I think we do a great many of this kind of public affairs program.

I am talking about the show as a whole. You must have used the word "package". The package in itself must, in the overall, be entertaining.

We find that the viewer at the end of the hour is not bored but is really asking for more. They find the hour passes very quickly, and sometimes a viewer says it was more like half an hour. This is a good thing. When they say it was more like an hour and a half, then you know that that show has tended to drag.

But I would suggest that in the content of each show there are substantial items which run along the lines of your question, and which are of substance.

Very often there are many points which must be got across. I would refer you again to the discussion on escalation with Herman Kahn, to the discussions about countries abroad—there is a long list.

The CHAIRMAN: May I remind you, before you go any further, that you seem to be leading the witness into a field that the Chair has difficulty in reconciling with the point that we are trying to examine, namely, the relationship between management and personnel.

Mr. MACDONALD (*Prince*): Well, I am trying to establish Mr. Leiterman's own concept of the program. Later on when we have management before us I want to see in what way this would square with management's concept of what the program should be.

The CHAIRMAN: Will you do it as quickly as possible?

Mr. MACDONALD (*Prince*): The questions are fairly short.

Mr. LEITERMAN: I am sorry.

The CHAIRMAN: The member well knows that there are short questions that require very long answers.

Mr. MACDONALD (*Prince*): I was going to say that these are the techniques which you have developed in this connection, whereby you have built up this program.

Mr. LEITERMAN: Yes—I will try to keep the answers short.

Mr. MACDONALD (*Prince*): You have made the point earlier that this show as a pretty new concept, and, in fact, you were using television which was new, too—it was a new dimension; but, really, was not the Seven Days concept pretty much in evidence in the BBC program "This Was the Week That Was," and was that not really the prototype for "Seven Days"?

Mr. LEITERMAN: No; that is a comparison that I would really have to reject. "Seven Days" is built on the background of many other programs, but it



is much more closely identified with another program of the BBC called "Panorama". "This Was the Week That Was" was entirely a satirical show.

If you refer to one of the documents which I tabled here, giving the content, you will see that satire in "Seven Days" comprises something like 8 per cent of the time. To the extent of the 8 per cent, yes, we are somewhat modelled on T.W. 3 of the BBC; but our satire is much less hard-edged and much less sharp than the kind which the British T.W. 3 used. At the same time, we are probably a little more solid than the American version which you may have seen.

Mr. MACDONALD (*Prince*): When you were giving us the various items that had, in fact, created almost this impasse with top management, there was one that I was interested in and that was with regard to the Harold Wilson interview, in which the material for that program was obtained—well, I would not like to pass judgment—but it did seem to be unethical use of the material that was allowed by "Seven Days" on that occasion, inasmuch as the top people had explained that they were unwilling to allow this to be used. I would assume that there was a regulation involved here and that the gentleman's agreement that is established in this area was disrupted.

Mr. LEITERMAN: No. You will have to permit me a little latitude in answering this one.

There was no criticism of any of the program on the part of management after the tape had been obtained and used. In fact, there was general agreement that the tape was in the public domain. But there was a totally ridiculous situation whereby the tape was in our own premises, within 12 feet of the machine we used, or the video tape, and where nothing was required except the plugging in of a one patch plug. This was prohibited, and the reason that it was prohibited goes back to the action of the News Department, and, if I may say so with respect, to the unwillingness of the responsible official of the guild which operates in the News Department to work out some kind of sensible use of common material.

There is a guild in the News Department. There are no guild members in our department. We are not unionized, because no union on earth would permit the hours our people work. Consequently, we have no guild, and there is a guild in the News Department. There is a very great deal of opposition by this guild in the matter of news and public affairs to restrict "Seven Days", and this leads to absolutely unbelievable things.

Mr. MACDONALD (*Prince*): Are you indicating that the working conditions are so terrible on "Seven Days" that it would be impossible to have a union, or do the members of the "Seven Days" unit, in fact, belong to a union, or—

Mr. LEITERMAN: The question has never arisen; but it would appear to me that no union would want to be involved. The staff people are working according to union rules, and their overtime bills are very high, and they have had to add other people in order to abide by the Canadian Labour Code.

Mr. MACDONALD (*Prince*): Do you mean the floor people are non-union people?



Mr. LEITERMAN: No; they are all union people. The story editors and the producers are not union people.

Mr. MACDONALD (*Prince*): In the light of that, is it true to say that, apart from the current controversy among the other program units, and particularly in relation to the News Department with the "Seven Days" program unit, there are good relations with the other production units?

Mr. LEITERMAN: I don't think that would be a fair statement; although I would say that in the early days, when "Seven Days" was first established, there were all kinds of abrasions when the program made enormous demands on the facilities which were required all the time, and special facilities, and things that had never been done before; and there was a lot of abrasion. This was mainly worked out in the first year except for the abrasion within the News Department, which, I think, has improved; there is a much better understanding, in fact, at the present time, where there is a great deal of sympathy in the News Department for what "Seven Days" is facing. But the question of the newspaper guild and that kind of abrasion has not been solved.

Mr. MACDONALD (*Prince*): Would you say that there has been, on the part of other producers, or on the part of other people, a certain amount of jealousy of "Seven Days"?

Mr. LEITERMAN: Yes; I guess "jealousy" is the right word although it is not a pleasant word; but there were people who felt that we had a larger share of the budget and the facilities, which they would like to have had for projects they believed in.

Mr. MACDONALD (*Prince*): This is interesting. I believe, in fact, that the "Seven Days" budget was abnormally larger than the budgets of the other public affairs programs that were done.

Mr. LEITERMAN: Much larger.

Mr. MACDONALD (*Prince*): Was there not a method by which this sort of budget could have gone to the other producing people?

Mr. LEITERMAN: You would have to put that question to Mr. Haggan whose job it is to divide the budgets, or you could direct it to management.

The only answer I could give you is that this kind of program does require money.

I would add that it does not cost anything like the estimates that have been made. We would love to have some of that money.

I might add that the program costs much less than "Close-Up". This is a significant point. "Seven Days", in fact, costs a good deal less for an hour program than "Close-Up" cost for half an hour during the first two years, and only slightly more than that cost in its later years. "Seven Days" also costs a good deal less than the program budget for "Horizon". These are all significant findings.

Mr. MACDONALD (*Prince*): When you tabled the policy documents relating to the host's responsibility and told us about the *modus operandi* of the program, you informed us that this document was not furnished to the host.

Does it not seem to you somewhat a ridiculous situation that people who are appearing regularly on television should never have any written conception of what their image should be?

Mr. LEITERMAN: No; I think it would be wrong if that kind of document reached them. You have met Mr. LaPierre and I think you are in a position to make your own assessment of how a person of his sensitivity would react to some of the things which are in that kind of document.

In practice, it works very much better if the official documents are interpreted to the host by responsible people, such as the producers, so that if Mr. LaPierre does something which, it seems to us, as producers, is not within the rules of our department, then we tell him and interpret to him rather than say, "You have violated Rule No. 22A." This would not be a good system.

Mr. MACDONALD (*Prince*): Do all producers have a copy of this document?

Mr. LEITERMAN: All producers have it furnished to them. I could not speak for the fact that they all have them.

Mr. MACDONALD (*Prince*): I am informed that there are some producers who are not aware of the existence of it and I am wondering how such a producer would know and how he could inform them.

Mr. LEITERMAN: Well, I guess that is a question for Mr. Haggan.

Of course, in most programs much of the material in the document is not relevant.

Mr. MACDONALD (*Prince*): Assuming that you had this information available to you in the early stages when you were developing this program, would you have read it once and then, under general guidance, have guided the hosts who were on the program?

Mr. LEITERMAN: I would have read it and guided them.

The other point I wish to make is that this policy is refined on the bases of the programs themselves; and the latest edition of this document is undoubtedly involved with what "Seven Days" has established.

Mr. MACDONALD (*Prince*): I gather that you talked about at least four different items on this document. Are there superseding documents produced on a regular basis? In other words, is there continual revision going on even in the case of a host who is looked upon as being acceptable?

Mr. LEITERMAN: Not continual revision. There are at least four drafts of any host's document. There had been one in force for a number of years—I am not sure how many years. Then, as a program evolved, particularly a program like "Seven Days", it was obvious that there were changes that had to be made and changes have, in fact, been made by the program. This is natural, and I think it shows the evolution which takes place.

Mr. MACDONALD (*Prince*): You suggested earlier that this document was produced by program counsel.

Mr. LEITERMAN: No. The program counsel along with the department had discussion in connection with LaPierre and Watson interviewing the leaders.

I am sure that the document is approved by the program counsel, so far as I know.

Mr. MACDONALD (*Prince*): Who, in fact, produced the document?

Mr. LEITERMAN: You would have to ask that of Mr. Haggan.

Mr. MACDONALD (*Prince*): Are you or any of the other producers consulted in the drafting of such a document?

Mr. LEITERMAN: We are not consulted. We are given the document and if we have any objections to what is in the document, we state them. I did so, and I did not see my objections incorporated in the final document.

Mr. MACDONALD (*Prince*): In the instances which you gave where there was difficulty at the top it is interesting that very few of them dealt with any controversy involving Mr. Watson or Mr. LaPierre, if I am correct.

Mr. LEITERMAN: I missed that.

Mr. MACDONALD (*Prince*): In the ten items that you referred to—

Mr. LEITERMAN: Yes?

Mr. MACDONALD (*Prince*): —I think no more than two of them dealt particularly with the involvement of Mr. LaPierre or Mr. Watson?

Mr. LEITERMAN: Yes.

Mr. MACDONALD (*Prince*): What specific objections had management made with regard to the interviewing techniques of these two gentlemen?

Mr. LEITERMAN: Well, management made this objection directly to me in a conversation that I had with Mr. Walker.

● (11:50 a.m.)

And, Mr. Walker mentioned the Winnipeg speech by Mr. LaPierre in which he was critical of the Fowler commission and the fact that Mr. Watson had served on the producers association and was president of it when the producers association made its submission to the Fowler Committee at the request of Fowler. In addition to that, Mr. Walker mentioned he and his colleagues did not like the kind of interview which Mr. LaPierre did and he made a very unpleasant reference to the occasion of the "tear" or "the wiping away of the tear", as it has become to be known. He also said they felt Mr. LaPierre was not objective and they used the phrase: "He wore his heart on his sleeve". There was no objection made of Mr. Watson's hosting ability; he was described in other ways.

Mr. MACDONALD (*Prince*): Mr. Walker was talking to you about LaPierre's hosting ability but he did not refer to the policy document that related to the method of operation of a host.

Mr. LEITERMAN: I do not think he was aware of its existence.

Mr. MACDONALD (*Prince*): You do not think that Mr. Walker was aware of its existence?



Mr. LEITERMAN: I am giving an opinion.

Mr. MATHER: Mr. Chairman, as interesting as the questions and answers are to all the members concerned I am sure that the hon. member will not take it amiss if I remind him of the Chairman's admonition to the members to keep their period of questioning as briefly as possible in fairness to other members. I think the present series of questions and answers have proceeded now for 30 or 35 minutes.

Mr. MACDONALD (*Prince*): That is not true. It has been exactly 22 minutes since I started asking questions. There were other members who had as much as 1½ hours. I have had to wait as long as three days to ask some questions.

I understand, Mr. Chairman, that we will be rising in about 7½ minutes, and I will be through by that time.

The CHAIRMAN: We are adjourning at 1 o'clock.

Mr. MACDONALD (*Prince*): Well, I can even be through by 1 o'clock. Earlier, when Mr. Mackasey was questioning you, you referred to a document which outlined the terms of reference for "Seven Days" and you were willing at that time to table it. I would like very much to have this document tabled if you are still willing to do so.

Mr. LEITERMAN: I am trying to recall. I believe there is a difference in our understanding of what was referred to. Can anyone refresh my memory. There is no such document as you have described.

Mr. MACDONALD (*Prince*): Well, I have a note on it.

Mr. LEITERMAN: Perhaps I was not clear. You are referring to a document of terms of reference and I know of no such document.

Mr. MACDONALD (*Prince*): All right, I will not pursue that any longer. I want to comment and to ask questions with regard to the television media as they relate to the other media. You indicated earlier that you feel in many ways that television is far superior in dealing with an issue and in arousing the sentiments of people than newspapers or magazines. Is that your conviction?

Mr. LEITERMAN: It is not superior but different. It is superior in terms of impact although I would not use that word. However, there is a great deal of difference in the impact although each has a very special and necessary function. Newspapers and magazines generally give a great deal of space and time to the development of an issue but television must do a different kind of job. The kind of job television does best relates to an emotional involvement of the viewer; the very picture of a man's face is an emotional kind of thing. There is a rapport, a feeling of acceptance, revulsion and so on and this contributes to a different kind of job.

Mr. MACDONALD (*Prince*): Am I right in saying that you, yourself, have particularly strong feelings about the effectiveness of television in grappling with these issues compared to other media?

Mr. LEITERMAN: Maybe I would say effectiveness in making clear to viewers who have not received from other media the kind of clarity that



sometimes television in a single instance can bring across, and you all know examples of that.

The CHAIRMAN: I think I am right in saying that the two last questions are not justified by the reasons the member himself gave me for going into this line of questioning. I do not see that a comparison between television and magazines would have anything to do with any further questions you would like to put to management unless you go into the whole conception of T.V.

Mr. MACDONALD (*Prince*): I think it is very important because this is part of our problem. Earlier reference was made to Mr. McLuhan's work. There is a difference in the kind of media, in their very nature, and this may result in different kinds of freedom, controls and responsibilities. I just wanted to establish Mr. Leiterman's concept of this and then, later on, I hope to direct further questions to management in this respect. At this time I wish to direct questions on the controls, responsibilities and the actual function of the medium.

Mr. JOHNSTON: Mr. Chairman, I think the line of questioning which Mr. MacDonald has commenced is very important because when management comes we are going to assume these people are editors although not in the same way that a newspaper editor is. I think it is quite relevant that we look at it in a different way because I think there maybe something quite different between the different media.

Mr. MATHER: Mr. Chairman, I think Mr. Leiterman's point of view on this has been well established already through a long series of questions.

Mr. MACDONALD (*Prince*): That may be true. It is only because I am a little thick that I have to push harder to make sure that I understand.

We have heard a great deal in the testimony about the long chain of command or communication in existence here. Do you think that this chain of communication is too long?

Mr. LEITERMAN: Yes, it is.

Mr. MACDONALD (*Prince*): With regard to the show or the two hosts, do you think that the way in which they have been dealt with in recent developments is an attempt on the part of management, in fact, to kill the program.

Mr. LEITERMAN: I think it is part of an attempt to so change it that it amounts to killing it, yes.

I have no doubt that management intends to return the show and to keep its name, but the changes that management has in mind in spite of assurances to the contrary, particularly recent assurances, when there has been such a public outcry, to my mindbearing in mind management's desire, on two previous occasions to kill the program—is all relevant evidence of this.

Mr. MACDONALD (*Prince*): It would seem that November 18 was a crucial day in the life of "Seven Days", and for sometime afterward management felt the show was being run according to Corporation policy.

Mr. LEITERMAN: What they meant was they were not hearing from us any more.

Mr. MACDONALD (*Prince*): What, in effect, did you, as the producer, try to institute by way of change to avoid this confrontation?

Mr. LEITERMAN: I took what they told me and shut up about it.

Mr. MACDONALD (*Prince*): In other words, you have ceased to dispute or argue with them on issues, and if they objected to it you killed the issue and went on

Mr. LEITERMAN: That is true, but there were a couple of occasions when edicts were handed down which we objected to through the proper channels and in the end we simply followed, in a couple of cases, our honour and accepted.

Mr. MACDONALD (*Prince*): I have one final question. By a clear quirk of fate I noticed that *Time* magazine, in its listings, has some other program listed for the 10 o'clock slot on Sunday night in place of "Seven Days". Has it been planned for the past 1½ weeks that "Seven Days" will not go on the air this Sunday night?

Mr. LEITERMAN: It is not my intention to air anything else on Sunday night.

Mr. MACDONALD (*Prince*): And, at the present time, "Seven Days" will go on Sunday night?

Mr. LEITERMAN: Yes.

Mr. MACDONALD (*Prince*): Perhaps I should not have asked that question. And, will "Seven Days" be true to its mandate?

Mr. LEITERMAN: This is a matter I am discussing with my supervisors.

Mr. MACDONALD (*Prince*): Thank you.

The CHAIRMAN: Have you some questions Mr. Basford?

Mr. BASFORD: I will pass for the moment, Mr. Chairman.

Mr. PRITTIE: We have been dealing with the particular program, "Seven Days" and the general problem of relationship of management to the production department, producers guidelines and modes of operation. Mention was made of the T.W. 3 Panorama put on by the BBC, parts of which are similar to "Seven Days".

I would like to ask you, Mr. Leiterman, if you are familiar with the BBC's mode of operation in this type of program with regard to top management, the program department, producers, and so on. It seems, with few exceptions, that the only valid comparison we can make is with another public broadcasting system. There have been similar programs in the United States but not too many. Are you familiar with how the BBC operates this same type of program. Have the producers of the BBC programs had the same sort of problems which you feel you had to face?

Mr. LEITERMAN: Yes, I am familiar with the system. In the case of T.W. 3 and these other controversial programs—and may I say that these programs are a great deal more controversial than "Seven Days" ever has been—the BBC has long encouraged the climate of controversy, and its director general believes in

it. He makes it clear by saying; "It is great"—and I have not his exact words—and, "He believes in it".

In answer to the second part of your question, of course, they have had. I have discussed with producers of these programs their problems, and they have many of the same kind of problems we do. But, they have a different reporting system which works very much better.

Mr. PRITTIE: Could you elaborate a bit on their system?

Mr. LEITERMAN: Yes, the producer of T.W. 3, during his lifetime, Mr. Ned Sharron, had only one man between him and the director general of the corporation, who is Sir Hugh Green. Mr. Sharron reported to only one man, who was an intermediary. The intermediary was Donald Baverstock. So, the director general had an almost direct feed about what the program was doing and there was a direct feed going back to the producers. I have suggested this kind of thing to our management and there is some indication they may be interested in setting up such a procedure. But, their organization is different from ours. In the case of the CBC, it would be Mr. Haggan; so, the program would report to Haggan and he would report directly to management.

Now, this is the point where all the controversy comes in. For all other details: personnel, budgets, the normal sort of things, machines and relationship with other networks, the present CBC machinery is quite appropriate and works well if followed. But, on the matter of what is going to go on the air on Sunday, which may not be too clear until Tuesday, Thursday, Friday, Saturday or even Sunday, you need a direct line, a quick system of decision and the kind of intimate contact that is possible in that way. If there is information that we wish to give to management on a very sensitive question it has to be filtered through a half a dozen people on the way up and then it is filtered again on the way back. It is not surprising there is a great lack of understanding between the two levels.

Mr. PRITTIE: You mentioned a man with the BBC, the intermediary between the director general and the program, T.W. 3. Would he occupy a position similar to Mr. Haggan, or was he more directly attached to the director general's office?

Mr. LEITERMAN: His position is more similar to Mr. Haggan's than any other in the way the two networks are set up. He was not attached to the director general's office. As I said, his name is Donald Baverstock. He had a management type of position, but he was closely connected with both program and program development.

Mr. PRITTIE: From what you have said, it would seem to me that the success of this type of program on the BBC is very much related to the personality of the director general. You stated Sir Hugh Green encouraged controversy. I would take it, though, with a different director general it might make quite a difference and, eventually, they might find themselves faced with a situation similar to that of "Seven Days".

Mr. LEITERMAN: Yes. I think if there was a change in the BBC the kind of situation we have could easily result. But, there is a solid tradition there. I have



talked to and heard Sir Hugh Green discuss the conditions and his view on broadcasting, and I could not imagine him making the kind of statement which has recently been made, that there has been too much challenge, or the programs have been trying. The purport of these statements has been that management does not want to hear about the programs' problems and does not want to deal with so many problems. There is a lot of understanding in some quarters here that you cannot do this kind of programming unless there is discussion about it, unless there is probing and challenge.

Mr. PRITTIE: You have said that this desire for tranquility on the part of CBC management does not exist with the management of the BBC. It seems to me then that it is a question of personality in management and not the system itself.

Mr. LEITERMAN: I guess that would be generally true and I would agree except that in the BBC you have a kind of tradition where it would not be possible for a man to become head of that corporation—that is, director general, who did not believe in the kind of principles that we have described. And, I do not mean there is any absence or lack of control or exercise of the kinds of good judgment and taste and so on that are important. Of course, there is all this. But there is a willingness to experiment and try things, and there is a tolerance for controversy that I think may be in large measure lacking in our present senior management.

Mr. PRITTIE: You have used the expression: "Desire for tranquility" with regard to top management of the CBC. Do you think yourself, with the amount of parliamentary criticism that is being directed toward programs such as "Quest" "Festival" and sometimes "Seven Days", that this has brought about that type of feeling on the part of management?

Mr. LEITERMAN: I suppose that is probably so. But, as you all know, in the United Kingdom the British Parliament is equally zealous in its criticism of the BBC program. But, management seems to have adapted itself in such a way that it has learned to live with criticism and accept it as its way of life. There seems to be less willingness here to live with criticism from all kinds of groups, not only Parliament but all kinds across the country. I will not keep going on.

Mr. PRITTIE: What I am trying to get at is the way CBC management responds to criticism. Is it because of the kind of people who are there as opposed to the kind of people in top management of the BBC or is it because the BBC have more independence on budgetary matters and do not have to report as frequently to Parliament. Is this a factor?

Mr. LEITERMAN: It would be both, and the latter is an important factor. I believe the Fowler Committee—and this has been recommended before in this country—suggested there be less frequent application to Parliament for funds for a public broadcasting corporation so that it would have a number of years to demonstrate what it could do. I am sure that is a factor. At the same time, I think that the personalities of the three senior officers of the CBC are undoubtedly part of it. I have heard the president say that the CBC should be run just like General Motors. With appropriate humility from my position, I



cannot really understand how a man of such experience and, I think, a great deal of judgment, can say this.

The general manager has said that he would like the CBC to run like an I.B.M. It is a favourite comparison of his. You can have an I.B.M. plant that would stamp out programs, but they will all be alike and they will not be worth watching. You can stamp out producers in the same mould, if you wish, and hosts as well, and permanent program personalities. You can set a machine and punch out what you want, but this, to me, is an incredible comparison or analogy for the CBC.

• (12:10 p.m.)

Mr. PRITTE: Those were all my questions. I would only like to comment that Mr. Leiterman answered a lot of questions about the "Seven Days" program on L.S.D. yesterday afternoon, and just by chance last night a friend of mine in Ottawa—a fairly sharp person—said he had seen the program and he thought it was rather boring. This is in relation to your efforts to get a balanced program I can say you have partly achieved it.

Mr. LEITERMAN: In the present climate I consider that a compliment.

Mr. MATHER: Mr. Chairman, I just have three short questions to ask of Mr. Leiterman. I noticed this morning in the press that Mr. Ouimet is quoted as saying that "Seven Days" must not destroy the CBC. After listening to the testimony in this committee in the last few days I am not sure it is not the other way around, that the CBC is not destroying "Seven Days".

My first question, Mr. Leiterman, is whether you agree that this broadcast committee was on sound ground yesterday when it was suggested to both sides that they take up the Prime Minister's offer to help conciliate the issue.

Mr. LEITERMAN: Yes, I think this is an immensely helpful development and it may well save us from a strike and the removal of program services. I understand that the producers' association has received the suggestion warmly and expect to act on it very quickly. The difficulty with the other side is that management has shown no interest—according to the head of the producers' association and his executive who spent many hours with Mr. Ouimet—in the conciliation proceedings and several times since, including as late as yesterday, he reaffirmed his decision that he is not prepared to re-open the case of the "Seven Days" hosts although, I must say with regret, he seems to give different reasons for their dismissal every time it comes up.

The current reason given in this morning's *Globe and Mail* is a new refinement of why the hosts must go. There seems to be a real confusion about who runs the program. The suggestion that the two men continually resisted management's supervision aimed at imposing more stringent ethical standards—the president is now raising the question of ethics and ethical standards—are, of course, as this committee must know from having heard Mr. LaPierre and Mr. Watson, of no concern at all to Mr. LaPierre and of very little concern to Mr. Watson, except under the terms, that management has agreed to, of his connection with "Seven Days", which is that he is a member of the infrequently convening editorial board.

Mr. MATHER: Getting back to this committee's action and the Prime Minister's offer, would you think that acceptance of that offer by either side would make rejection by the other side perhaps difficult from the point of view of being regarded as irresponsible?

Mr. LEITERMAN: I do not know. In the current dispute, management seems to have been able to resist a great deal of pressure to re-examine and re-open the case. Mr. Ouimet told the public affairs group at a meeting at which I was present that he went to the board of directors and got their backing, and that was that.

Mr. MATHER: Do you feel that the producers concerned have viewed, or are likely to view, the proposal of this committee with favour?

Mr. LEITERMAN: Yes, I have no doubt that the producers will welcome it.

Mr. BERGER: Mr. Leiterman, some of the questions which I intended to put to you have already been answered, but I have several more. First of all, I would like to ask you what, according to you, is the purpose of this program? Is it to bring news to the people, to educate them in general?

Mr. LEITERMAN: Yes.

Mr. BERGER: Some of the preceding witnesses, and I think in fact you yourself, have mentioned that you were fearful the creative spirit will be endangered if the management of the CBC keeps on doing what it is doing right now. Do you believe in that?

Mr. LEITERMAN: I think there is a great danger of that.

Mr. BERGER: I would like to have your opinion on the following. Let us go back 15 years when radio, television, and even the newspapers first started to give the news. A few years back they started commanding the news. Do you not think that we are in the danger now of creating news?

Mr. LEITERMAN: To comment on the first part of your question, I think the development from straight reporting into interpretive reporting is one which has carried with it a great deal of danger, and it has always been extremely important in this country that the CBC news service—which has developed and is administered under a gentleman who is in this room, Bill Hogg—has maintained absolute objectivity in its coverage of the news. I think it is a rare occasion when anyone can detect a flavour of opinion in the news itself. That is important. However, there seems to have been a need—and this was clearly demonstrated to the students of the medium and to journalists at the time of the McCarthy era in the United States—that pure objectivity could also lead to a great misunderstanding of events. There has developed a process of interpretation of news, and that seems to be a great need and an increasing trend. It seems its greatest development in magazines, in print, and of course, in programs like "Seven Days" on the air.

To get to the question of the creation of news, it has certainly never been our intention to create news, but it is true that the activity of the program, like the activity, on occasion in *Maclean's* magazine, *Time* magazine or *Life*, is

reported in other media. I think this is inevitable. When we are picketed by people who for example, do not want Rockwell to be on the program, this gets into the news and, in a sense, news is created by that very fact. It is not sought by us.

Mr. BERGER: I have heard complaints, and I have complained myself a few times about it, that a great deal too often you sacrifice important pieces of news to other news which is, more or less, sensational or has more colour in it. Let us take, for example, occasions in the House of Commons when sometimes important pieces of news come either from the Prime Minister or the Leader of the Opposition. This is important news for all of Canada, but when you listen to the news broadcast at night you wonder if you had been sitting in the right chamber because you do not hear about the important action; you hear only about the crazy actions which took place in the House, and that is what the Canadian people are paying for. In certain parts of your program you have a tendency to use too much of that stuff.

Mr. LEITERMAN: You may have a good point. You made two points here: one, in general, about the CBC news coverage on the night news, and I could not comment on that; and the second one about our own program. We are in a somewhat different position, you know. We are something of a review at the end of the week. Many other programs deal with many aspects of it. You have a program such as "The Sixties" here in Ottawa which tends to deal, and is supposed to deal very often, with parliamentary matters and more complex matters which we do not always feel we can bring to our viewers. However, I have to agree with the criticism.

Mr. BERGER: I think you have already answered some questions about the criteria used in choosing the items that go into your program. What about the criteria being used for, let us say, people like LaPierre, Watson and many others who participate in your program? Are the criteria used for choosing them good looks, knowledge, and so on? Could you be a little more specific about choosing the participants in the program?

Mr. LEITERMAN: It is a difficult thing to find a good comparison and it is also impossible to define the characteristics necessary until you see and try them. It does not have a great deal to do with the conventional view of good looks. It is probably mainly a matter of personality and ability to project. In the case of "Seven Days" we also sought men who would know what they were talking about. In the first year we used an actor as the main host. We found it did not work very well, and although we have not wanted to, in the end he was the only man who met some of the other needs. We have tried—and we have succeeded in the case of LaPierre—to find a man who knows a good deal about his country, who is, in fact, a professional in the area of French-Canadian studies, and is a historian. In the case of Watson we have a man with a good deal of experience in public affairs. This is important. They also have to have an ability to handle themselves in front of a camera, to know what to do if cameras or teleprompters break down, a sense of being able to communicate with the people. This is not easy to find. It is surprising to see how rare are the good hosts on television.



I might point out in passing that when the United States network was looking for a Huntley, Brinkley or Cronkite type of person—I am referring to the ABC network—it had to come to Canada to find a young man; apparently it could not find in the entire United States a person who could meet the requirement. It is a common problem for the television production companies.

Mr. BERGER: Do you think there is a possibility that certain people participating in your program who would maybe like to play a better part could do so as journalists without having any experience or special information to do so?

Mr. LEITERMAN: I could not really disagree with that. We do oblige them to behave as journalists, and a number of them have not as much journalistic experience as we would like them to have. We have tried to develop men who do. Many of our interviews this year have been conducted by men with a great deal of journalistic experience. As you know, Troyer has had a great deal; Ken Lefolli has been in journalism for many years, and I have had journalistic background. However, you cannot have journalists only, and somehow you have to find a mixture in people who understand the other requirements of the medium. However, we are developing increasingly qualified journalists who can handle themselves in front of the camera. I might add that the editing process is conducted by journalists, and we hope that in the editing process we can, in some ways compensate for what may be a less wide journalistic experience on the part of the story editors and interviewers.

Mr. BERGER: Let me refer back to what was considered yesterday regarding the content of the program *This Hour Has Seven Days*. Did you participate in the establishment of the percentage of celebrities and the choice of personalities and subjects, and is this done subjectively?

Mr. LEITERMAN: I do not grasp the importance of your question.

Mr. BERGER: I am speaking of the program content, 26 per cent of the program dealing with national affairs, and so on. Who establishes this percentage of the program content, and could it be modified?

Mr. LEITERMAN: Yes. I must explain it is based on what actually happened over 23 shows. That was not advanced to what the program should do. We have not discussed those figures so may I take a second to speak on the subject as I think it is important for us to be aware that the "Seven Days" show, which has been described here as a fluid one and an entertaining show, has spent 20 per cent of its entire time on a national affairs, 12 per cent on international affairs 10 per cent on business and industry. Satire is only 8 per cent, and celebrities 6 I think it gives you something of the picture. We tend to forget how much solid work that program does.

Mr. BERGER: That was one of the main reasons why I wanted to introduce this subject. How many items are included in your one hour program?

Mr. LEITERMAN: Anywhere from 6 to 10, as a general rule.

Mr. BERGER: How many of them do you have to prepare ahead of time to be sure you have the material needed?



Mr. LEITERMAN: Some of them are in the works for many months; others are only a few days.

Mr. BERGER: Did it ever happen that participants in your program have been interviewed, filmed and taped and the film was then not used?

Mr. LEITERMAN: That has happened.

Mr. BERGER: Does it happen often?

Mr. LEITERMAN: I would not say it happens often, but it did on a number of occasions.

Mr. BERGER: I would like to know who is to blame when a certain program is very much criticized. We have heard the names of Walker, Captain Briggs, Mr. Haggan and others. If they are the ones, why do they not apologize themselves and take the blame instead of relying on the top bracket direction of the C.B.C.? You never know whom to blame.

Mr. LEITERMAN: I can tell you whom to blame, you should start right here. I am the person who should most often be blamed for what happens because I have the primary responsibility for what is aired. However, what I do is exercised under my supervisors, and if you prefer to protect me, their shoulders are broad and they can accept the blame. The reason the public blame is taken by the head of the Corporation is that he is the one who is authorized to speak, and apologies are usually issued by or in his name. I am not sure that this is the proper thing, that this is the way it should be done, but this is the way it is operating now. The apology for the Pope sketch was made by the information department on behalf of the president, I believe.

Mr. BERGER: In order not to take too much time of the the committee I would like to put to you my last question: Do you, Mr. Leiterman, personally believe this committee has any power and any chance to make the proper recommendations which might help to clarify the situation and eventually create better relations between the Corporation and its producers and other employees, leading towards a better production of CBC programming; or do you think that we should not have any say at all in these matters apart from the fact that the members of this House have to vote each year millions and millions of dollars for this Corporation?

The CHAIRMAN: This is the kind of question that I have accepted, but I have preceded the answer to it by warning the witness beforehand that he is free to answer it or not.

Mr. LEITERMAN: I think it is really beyond my competence, although I do have opinions.

Mr. BRAND: I just wanted to summarize a few things here, Mr. Leiterman. You can answer my questions by a "yes" or a "no" so as to speed up the whole process.

Do you believe that the recent "Seven Days" decision would be to the detriment of the CBC?

Mr. LEITERMAN: Very much so.

Mr. BRAND: Will it result in a frustration of creative expression?

Mr. LEITERMAN: Yes.

Mr. BRAND: Will it force out of the Canadian public broadcasting many of most of those responsible for innovation and experimentation on CBC programs?

Mr. LEITERMAN: I cannot answer this by yes or no. I am afraid a great many people will go and it might be many years again before the CBC develops a staff who will have the courage to stand up to anything.

Mr. BRAND: You feel it will in effect stultify interest in public affairs?

Mr. LEITERMAN: Yes.

Mr. BRAND: You also said "Seven Days" has never countered CBC management policy.

Mr. LEITERMAN: Yes.

Mr. BRAND: You have said Patrick Watson and LaPierre have never, while under your direction, countered management policy?

Mr. LEITERMAN: Yes.

In answer to your preceding question, if there was more time—and at some point I hope there will be more time—to clarify that, I would like to do so because it really needs some modification. I gave you an affirmative answer but I should like to qualify it.

Mr. BRAND: You have said that apparently, according to a policy statement, Laurier LaPierre is a classic example of the CBC permanent program personality.

Mr. LEITERMAN: Yes, in connection with policy. In connection with methods by which filming is done which I hope we will have a chance to discuss here because it has been raised but not dealt with—there are a number of differences. I know there is a feeling by management that there has been some violation of policy.

Mr. BRAND: To your knowledge is there evidence of lack of loyalty to CBC management or to Canada?

Mr. LEITERMAN: None whatsoever. On the contrary, there is a great deal of loyalty to management expressed by both men who have been dismissed for this cause.

Mr. BRAND: Do you consider that without the hosts, yourself and the staff "Seven Days" cannot be the same program it has been?

Mr. LEITERMAN: I hesitate to say that any one of us is indispensable, but it would probably be true that if the whole combination is dropped and if the rest of the staff follows, as it is likely, it would be a very different program.

Mr. BRAND: You would certainly agree that communication between management and producers has broken down to a certain degree?

Mr. LEITERMAN: I would say it has not been observed by management. We tried to communicate at great length.

Mr. BRAND: Do you also agree that in the codified framework of the CBC policy there have been no demonstrable and valid reasons, to your mind, for the recent CBC action regarding "Seven Days"?

Mr. LEITERMAN: I would agree with that.

● (12:30 p.m.)

Mr. BRAND: If the "dismissal" were on the basis of program content, the producers are the ones who should have been dismissed.

Mr. LEITERMAN: That is absolutely correct.

Mr. BRAND: In other words—and this may be a bit facetious—they should have gone to the heart instead of cutting off the arms.

Mr. LEITERMAN: Yes, quite.

Mr. BRAND: In other words—and this is also slightly facetious, but it is my last comment—is there any truth in the rumour that, in fact, in the program on Sunday night, you propose to have Mr. LaPierre singing one of Burl Ives' original songs "A Little Bit of a Tear Let Me Down"?

Mr. LEITERMAN: It has not been suggested, but we could take it under advisement!

The CHAIRMAN: Mr. Stanbury?

Mr. STANBURY: You referred to some BBC programs. Could you tell me where the T.W. 3 program fell in terms of departments in the BBC? Was it in the public affairs department, or the light entertainment department, or what?

Mr. LEITERMAN: I was just checking in confirmation of my view. Yes, it fell in the public affairs area.

Mr. STANBURY: It was purely satire.

Mr. LEITERMAN: Yes; there was also singing.

Mr. STANBURY: And did not attempt to mix straight reporting with satire.

Mr. LEITERMAN: Right.

Mr. STANBURY: In the case of the "Panorama" program, was it a mixture—

Mr. LEITERMAN: No.

Mr. STANBURY: —or was it straight reporting?

Mr. LEITERMAN: "Panorama" was straight reporting, and is.

Mr. STANBURY: Is it true that in the BBC system they have not attempted straight reporting without satire?

Mr. LEITERMAN: I am not sure that is so. Ned Sharron, the producer of T.W. went on to a number of other programs, including "Not So Much a Program, More A Way of Life", I am informed. I had forgotten that. Then, there is "Tonight" on the BBC which treats various subjects in the same way we do.



Mr. STANBURY: And these programs would all be with the public affairs department of the BBC; is that correct?

Mr. LEITERMAN: Yes.

Mr. STANBURY: What is the difference between public affairs and news, in your estimation?

Mr. LEITERMAN: Well, the easiest definition is that news deals with news, with the objective, factual reporting of events as they happen. "Public Affairs" is more thoroughly described in one of the documents which I tabled, and which you will have seen. I will not attempt to go a good deal beyond that interpretation, except to say that public affairs is a much more scientific area. News can be handled in a very simple way to obtain objectivity, and it is straight reporting; but when you go into interpretation, then it becomes extremely delicate and sensitive.

Mr. STANBURY: I gather that in the American network there is no difference between public affairs and news; that news and public affairs, or whatever it is called, as you define it, is dealt with by the news department of the network?

Mr. LEITERMAN: They have tended to develop in this way; although previously they had the same kind of separation that the BBC and the CBC has.

Of course, in the CBC there was a consolidation which took place by which public affairs reports through the Director of News, much the same as in the case of the American network.

It really becomes a matter of how you sort out the nuts and bolts, and whether you put the nuts and bolts in the same basket or keep them in separate baskets.

Mr. STANBURY: Which are the nuts?

Mr. LEITERMAN: They are still different things. I would like to change the analogy.

Mr. STANBURY: But you have indicated the considerable clash there is between news and public affairs. Do I gather that the two departments under Mr. Hogg operate quite separately?

Mr. LEITERMAN: Yes, they do; and I should also add that I do not think that there needs to be dispute and, indeed, traditionally there is not.

Mr. STANBURY: Do you think there needs to be a division?

Mr. LEITERMAN: I think there will always be a division even if you call it a news department or a public affairs department. There will be news programs and there will be public affairs programs. It is really a question of the mechanics.

The difficulties have arisen not because of the structure but mainly, in my view, because the person responsible for the structure, Mr. Hogg, has not been willing to stand up to the strict representations of the Newspaper Guild, which, I should add, is very difficult to deal with. But his difficulty in dealing with it, I am afraid, is that "Seven Days" has been used to solve the difficulty too often



and you have this situation of "Seven Days" being prevented from, or restricted in, covering activities which are also being covered by news.

For years, such programs, including the "Close-Up" days, we could cover material without this kind of difficulty. I think it requires some courage and some awareness that often a multiple coverage is important and useful and that the viewers should get a news report and a public affairs report.

Mr. STANBURY: As a former newspaperman yourself I am sure you are aware of the disciplines of journalism. Journalism is regarded as a discipline. It is not in the class of entertainment that perhaps your program has attempted to venture into; and perhaps one of the problems in your relations with the news people is that you do appear sometimes to be dealing with news in a way that is not subject to the same discipline that is applied to reporting in the traditional way—the disciplines of supervision and by an editorial board.

Mr. LEITERMAN: Yes, I agree with your statement, but I do not think that has been responsible for the difficulty. I think the newsmen thoroughly understand the difference and, in fact, wish to preserve and support and cherish it. They want us to leave the objective handling of news to them.

Mr. STANBURY: And the subjective handling.

Mr. LEITERMAN: Newspaper columnists and editorial people are interpreters. You have Scotty Reston of the *New York Times* who does a highly responsible job. We have used him on "Seven Days", and also highly respected columnists and interpreters from Ottawa. These are not irresponsible people; it is just that they must be allowed more freedom to interpret.

Mr. STANBURY: May I just clarify again what discipline is applied to the material that goes into the program? I gather there is not an editorial board in the sense of an editorial board of a newspaper or a magazine. You mentioned editorial boards.

Mr. LEITERMAN: Yes, we have an editing process which is very parallel to a newspaper and which, in fact, has been modelled along the general lines of a newspaper. We have story editors and producers; we have supervisors who have the same function on responsibility as senior editors. The structure is very much the same, and the system is very comparable.

Mr. STANBURY: Who are the editors in your team?

Mr. LEITERMAN: Two producers—Hoyt and Lefolli—and myself.

Mr. STANBURY: And is everything done on the program subjected to any further editing by that group?

Mr. LEITERMAN: It is subjected to supervision above that group.

Mr. STANBURY: And the supervisor, I presume, would be Mr. Haggan?

Mr. LEITERMAN: Yes; and my immediate supervisor is Hugh Gauntlett.

Mr. STANBURY: Do these supervisors see everything which is sent to them before it goes on the air? Do they have an opportunity to edit it, or suggest changes?

Mr. LEITERMAN: The immediate supervisor, Mr. Gauntlett, sees every item before it is aired. Mr. Haggan sees anything he feels he ought to look at.

Mr. STANBURY: Is there any temptation to hold items until the last minute with the hope that they will not be noticed?

Mr. LEITERMAN: There has been a good deal of rumour along that line. Every item has been processed by the time the film is in and ready to go on the air.

We have put a number of items on the air, in which the film has not been processed until as close as an hour before air time, and then we are required to introduce every care so that we are not surprised by what we see at the end. We have a transcript of it made beforehand. We may edit it on the studio table. So while an item may be seen on the air, which none of us has seen, we know the content.

Mr. STANBURY: It would never occur that items would reach the air without having been seen by a supervisor?

Mr. LEITERMAN: No. You must understand that there was a very close relationship between the supervisors and the producers, and not only did we not wish to do that, but there were no reasons why one would want to do that. The supervisors are very close to the program development. We all acknowledge the great margin for human error, and because of the impact of the program it is enormously important that we make very sure. Therefore, our program is much more closely checked for accuracy and research than any newspaper I have ever been associated with.

Mr. STANBURY: The very nature of the process you have described is one which must surely make any upper management lie awake at night worrying about what might suddenly develop later on, if there was material getting onto the program with very little opportunity for consideration by whatever editorial process you have.

Mr. LEITERMAN: That is incorrect. The checking process and the supervising process function all the time.

When a story is going to be late the supervisors, nevertheless, know about it, and they are often aroused in the middle of the night for a discussion on how it should be handled.

Senior management should not stay awake at night worrying about the program—that is, if they had any confidence in, and were willing to trust, the people they have assigned to it. I do not mean me; I mean the supervisors and the department heads. These are the people who have that job and they are the people who see that the program is done well; and senior management does give them this authority, but occasionally senior management handles it otherwise.

Mr. STANBURY: You are satisfied that there is the most thorough editorial supervision of all content of this program, in just the same sense as any straight news, or broadcast news, or news in any other media?

Mr. LEITERMAN: I think there is more supervision, more care, more research and more examination before it goes on the air than any other program, or news program, or public affairs program, newspaper, or magazine, and I have worked, as you know, for both newspapers and magazines.

Mr. BASFORD: There is also more freedom?

Mr. LEITERMAN: Yes, more freedom.

Mr. STANBURY: And more impact?

Mr. LEITERMAN: There is no question about the impact. That is what worries us. I do not ask for more freedom; I do not seek less supervision; I think less supervision or more freedom would be extremely dangerous.

I think there is nothing wrong with the basic system other than too many people in between, which I think could be improved.

The impact of the medium is such that any persons who work in it are just totally conscious all the time of what can happen from a certain kind of item, and I cannot begin to describe to you the kind of care and examination and argument that go on with our supervisors about items.

This is not to say that mistakes are not made. Of course they are. All the people involved are human. But I think the process is a pretty good one and the care is enormous.

Mr. STANBURY: The care you take reflects your recognition of the fact that this is quite a departure from the normal treatment of news.

Mr. LEITERMAN: Yes.

Mr. STANBURY: The traditional treatment of news.

Mr. LEITERMAN: Yes.

Mr. STANBURY: And, I presume, reflects an understanding that it must be approached with extreme care by management as well, in view of the kind of departure which you have explained?

Mr. LEITERMAN: Very much so.

Mr. STANBURY: And I presume that what you are saying, in effect, is that it is worth taking all the risks of such a departure to accomplish the end you have described in trying to explain the purpose of the program.

Mr. LEITERMAN: I hope that it is.

Mr. STANBURY: Provided that the people under the management are fully capable of carrying out this mandate in a responsible way.

Mr. LEITERMAN: Yes.

The CHAIRMAN: Mr. Prud'homme?

(12:45 p.m.)

Translation)

Mr. PRUD'HOMME: Mr. Leiterman, you say that at our request—you might elaborate a little more on the protection of controversial programs. You said



that, I think, you would be ready to elaborate, for the benefit of the Committee, on what you understand by a request for the protection of controversial programs. Would you now elaborate on that?

(English)

Mr. LEITERMAN: Yes. I will try and answer that and if I am not getting at what you want will you stop me?

I could, perhaps, introduce another area. Very often as it proceeds through the news-gathering process the program must get into areas where there may be controversy either in the gathering process or in the airing of the final product. The gathering process is an important one and one which management has recently referred to specifically, as did the President yesterday when he described or criticized the ethics of the gathering process.

If this is the area that your question is directed to I could describe that in some further detail.

Mr. PRUD'HOMME: All I would like to know is when you speak about the requirement concerning the protection of controversial programming, what do you mean?

(Translation)

The CHAIRMAN: Could you eliminate that?

Mr. PRUD'HOMME: This is what we were given.

The CHAIRMAN: I don't know. Do you know that this morning, on the second point, the witness was questioned at length.

Mr. PRUD'HOMME: Yes. I was aware of this.

The CHAIRMAN: Consequently, part of what he had announced in his initial statement you can already take for granted—

Mr. PRUD'HOMME: No. I was busy, elsewhere, but I had someone in the room who was specifically instructed to watch to see if my reply was given. Such was not the case.

The CHAIRMAN: Could you then formulate your question in such a way that it would be clear.

Mr. PRUD'HOMME: I think the witness understood me, I was just wondering whether he understood that in this there should be no general supervision on the part of management. What does actually he mean by protection of controversial programs?

(English)

Mr. LEITERMAN: Yes, I understand. What I mean is that it must not be possible for senior management to violate its own system by reaching down into the program and saying, "You must not do this" if the subject is controversial, or, "You may not air material which relates in a certain way", or, "You must not use Lapierre or Watson as hosts", in spite of the fact that my contract requires me to assume responsibility.

What I understand is that senior management who, of course, bear the ultimate responsibility, must confer, if the system is to work, with the people



bearing the primary responsibility, who are the program department heads. They, of course, will, from time to time, confer with the producers where the producers are responsible; but it must be a system of responsibility where the responsibility of Mr. Haggan and the department is not violated and not disregarded and not over-ridden by feats and edicts which are not discussible.

(Translation)

Mr. PRUD'HOMME: In one word, by protection, you mean that they should not go over the heads—well let's say, outside the general normal channels of communication between management and yourself.

(English)

Mr. LEITERMAN: In one word, yes; but I would add that there must be willingness and desire on the part of senior officials of the corporation to engage in controversial programs.

(Translation)

Mr. PRUD'HOMME: Could you repeat point no. 9 of the interventions of the corporation. I took notes, but of course you will understand the difficulties with which we work in Parliament. Unfortunately, up to now, today, we don't have the transcript of the first day's testimony. It is very difficult for the Committee and I hope that the chairman—I know it is the fourth time I have asked him—has taken some steps. I know he has. But I hope there would be a way found in Parliament, for us to have the transcript, like we do for Hansard. I know it is difficult, but it would simplify the work of the committee considerably.

The CHAIRMAN: Yes, he has taken steps, but he has been told that everything possible has been done. Unless he does it himself, I don't know how it is going to get done.

Mr. PRUD'HOMME: No. 9 please.

(English)

Mr. LEITERMAN: Yes; point number 9 related to the Munsinger case. Was this the one?

Mr. PRUD'HOMME: Then, why did you not choose Mr. LaPierre? When someone from the Committee asked why you did not choose Mr. LaPierre to do the interview you started laughing as if you felt it was better not to ask Mr. LaPierre to do the interview. Why?

Mr. LEITERMAN: Well, I was referring to the interview with James B. Donovan, which was one of the ones we went after with the American expert.

And, with that one I was laughing because I seemed to be saying that I was the only man who could do it. I did not mean to make that suggestion; I meant only to say I wanted to do that interview. I added that it required special care. I was aware as soon as I said it that this might imply I did not have confidence in my staff, which I did not intend to imply, and it would not

be true. Mr. LaPierre certainly could have done it. I consider Mr. LaPierre an excellent interviewer, much better than I am. I have considered him entirely competent to handle that interview, reminding myself and the Committee that all our interviews are subject to a careful editing process.

Mr. PRUD'HOMME: Would you say that such a condition exists in the CBC? Do they sometimes kick upstairs many people, who could be somewhat embarrassing to management?

Mr. LEITERMAN: I believe that has occurred.

Mr. PRUD'HOMME: So, would I be correct in assuming that there is nothing but dead wood between the level at which you are and the top?

Mr. PETERS: It is the Senate of the CBC.

Mr. PRUD'HOMME: I am coming to that.

Mr. LEITERMAN: Well, I think there is a certain amount—there are a certain number of individuals who seem to exercise their responsibilities mainly by passing things both ways, if that is what you mean.

*(Translation)*

Mr. PRUD'HOMME: Would you say that in the management of the CBC—this is criticism we have heard, so I would like to have you elaborate a bit on this—When someone in a certain department, (I am still looking for the translation of “management”), when someone does not meet the requirements, or becomes controversial, it is said that he is given a promotion, or is kicked up and up and up instead of being fired. Is this valid criticism in your opinion?

● (12:50 p.m.)

*(English)*

Mr. LEITERMAN: Yes, that has occurred.

*(Translation)*

Mr. PRUD'HOMME: Mr. Leiterman, do you fully realise the immense responsibility you have in your hands for a program like “This Hour Has Seven Days”?

*(English)*

Mr. LEITERMAN: I hope that I do. It is very difficult to judge oneself and one's response to a situation, but it has always seemed to me to be an enormous responsibility.

*(Translation)*

Mr. PRUD'HOMME: Do you also realise fully the immense responsibility of the management of CBC because of this program.

*(English)*

Mr. LEITERMAN: Of course, and much greater than mine. Only at my level am I aware of my own, and this is why a great deal of caution is exercised at my level all the time.

(Translation)

The CHAIRMAN: I am sorry to interrupt the proceedings at this point, but it is soon going to be time for adjournment, in view of the fact that we have always tried to do so before one o'clock. I see that the member still has several questions to ask.

(English)

There is need for a short meeting of the steering committee. I would like to advise the members here—and if there are some that know a member of the steering committee who is not here, I will ask them to pass the message along—that we will hold a meeting in Mr. Fairweather's office in the centre block, room 555D at 2.15.

Mr. FAIRWEATHER: Before we adjourn, Mr. Chairman, could you tell us whether we had any message from the management or the producers of the CBC as a result of my telegram?

The CHAIRMAN: We had a message from the producers and this is the reason for the steering committee meeting. I think it needs some kind of interpretation and a decision on whether we can make it public, if they made it public on their side. I could not communicate it here publicly at this time.

(Translation)

Mr. PRUD'HOMME: Could you leave it to the Committee?

The CHAIRMAN: No, I don't think so. I think it would be slightly confusing. It seems that something was not understood and we would like to discuss it first.

Mr. PRUD'HOMME: We might perhaps share your confusion?

The CHAIRMAN: Yes certainly, unless it is dissipated before the end of the question period.

(English)

There is another point that I would like to raise here. I think there is a general desire on the part of the members of this committee that a time limit be fixed, if we are to get somewhere near the end of these hearings. I am in a very difficult position as I did not put this problem to you at the beginning of our meetings, but I think that now members from all groups have been enjoying what the majority, of which they are part when it concerns another member, considers are over long periods of questions. I am wondering if it is the wish of the committee, starting this afternoon, to set some kind of a time limit so as to establish a little more discipline and proceed at a faster pace.

Mr. PRUD'HOMME: May I make a suggestion that starting with the next witness the committee agree to set a certain time limit. I agree with you in principle but I think that until we dispose of this witness the same latitude should be given to all the members.

Mr. BASFORD: Would the committee agree now that at this afternoon's session we finish with Mr. Leiterman?

The CHAIRMAN: Yes, there is only one more member who wishes to ask him some questions. As he has already asked many questions of this witness I do not think it should be long. We are just about finished with hearing this witness.

Mr. MACDONALD (Prince): With regard to the actual technique of questioning, it seems to me we have been having a fair bit of redundancy simply because of the technique that has evolved here. I would suggest that when a particular member is engaged in asking questions, at least he be allowed questions for elaboration on a particular issue so as not to go over the same matter again and again. This is what has happened; other members have built up their questions and we had to go back through the whole body of questions rather than deal with one question, cover it fully, and then move on to another area.

The CHAIRMAN: The Chair is faced with two other problems. I have been accepting one question asking the witness to elaborate on a very particular point, but if I authorize a chain of questions, then nobody will know who is questioning and we will get into confusion. I do not think we should revert to such a state of affairs. The Chair will entertain any proposal to make things easier and faster.

The meeting is adjourned until this afternoon.

#### AFTERNOON SITTING

THURSDAY, April 28, 1966.

● (4:00 p.m.)

(Translation)

The CHAIRMAN: Order please.

(English)

The following telegram was received, addressed to Gérard Pelletier, Chairman, Broadcasting Committee, Parliament Hill, Ottawa:

On behalf of the executive of the association of television producers and directors (Toronto) I wish to inform you that we will abide by the expressed will of the parliamentary committee on broadcasting and will suspend our decision to recommend a complete withdrawal of our members services not later than ten P.M. E.D.T. Sunday May first provided the officers of the Corporation suspend their decision in the matter of "Seven Days" hosts pending mediation. We also welcome the timely offer of mediation by the Prime Minister.

Yours truly,

Tom Koch, President,

Association of Television Producers  
and Directors

CBC Toronto



(Translation)

Does the Committee want to continue with Mr. Leiterman's evidence? Mr. Prud'homme had the floor this morning.

(English)

Mr. PRUD'HOMME: This is a quote which I referred to in the *Ottawa Citizen*:

Mr. Ouimet made his position known in an hour long confidential speech to CBC employees over a closed-circuit radio hookup.

Then, under "Back next year", there is this:

He announced This Hour Has Seven Days will be back next season with new hosts. He said Leiterman had agreed to produce it.

Would you comment on that?

Mr. LEITERMAN: Yes. I have never agreed that I would be prepared to go back and produce a program without the two hosts that have been dismissed.

Mr. PRUD'HOMME: You never agreed?

Mr. LEITERMAN: I have never agreed I would go back and produce the program without the two hosts.

Mr. PRUD'HOMME: Have you ever been asked to agree to do it because—

Mr. LEITERMAN: No, I have not been directly asked since April 14, when I was asked by the general manager; I gave him my answer on April 15, and the answer was in the negative. I might add that I have seen a transcript of the president's talk to all CBC employees across the country yesterday on a closed circuit radio hookup and I can find no such reference as the one you described in my transcript.

Mr. PRUD'HOMME: Would you agree to produce a similar show next year or the same show without the hosts?

Mr. LEITERMAN: No, I would not.

Mr. PRUD'HOMME: Suppose the good offices of Parliament or the Prime Minister were used to mediate this and if, by agreement one of the two hosts would have to be dropped, would you make a concession on that or, so far as you are concerned, is it final because, so far as Mr. Ouimet is concerned, it seems to be final, which would mean a deadlock.

Mr. BASFORD: Mr. Chairman, I do not want to be objectionable to Mr. Prud'homme, but this Committee has asked two parties to this dispute to accept the good offices of the government and it seems to me if there is acceptance of this Committee's suggestion, and we do have some mediation in this, these questions can only tend to make that mediation more difficult.

(Translation)

Mr. PRUD'HOMME: I understand Mr. Basford's point. This is what I have been trying to get. Don't you think the fact that we are sitting right now would seem to indicate that there is in fact a possibility of mediation? We will wait for

the reply from the CBC officers of course, but are we not now hardening into an opinion which otherwise might be developed? All the questions we can ask Mr. Leiterman can only make for a hindering of positions on both sides, and I agree with Mr. Basford in this regard. In the present case, could the committee not consider suspending its sitting?

The CHAIRMAN: Could I point out, Mr. Prud'homme, that he is raising two problems. First is the following: whether we sit or not, I think that though we might not be completely out of order. It would not be proper to ask Mr. Leiterman and I would have advised him at this time, not to reply about possible mediation in such a way that he would have had to defend his own position before mediation takes place. That is the first part. The second part is: Mr. Prud'homme believes that the committee should stop its sitting; if he wants to move a motion in this regard, we can discuss it, but it does not seem to me to be in order, so long that there has been no motion the effect of which would—

*(English)*

Mr. BASFORD: Just a moment. I was asking him to consider this when asking his questions. I ask that he not put questions that would tend to make a mediation more difficult.

*(Translation)*

Mr. PRUD'HOMME: You know very well, no matter what questions we ask Mr. Leiterman at the present time, it will only harden the position. There is no doubt about that. I can refrain from asking direct questions, "are you ready to produce or not", "are you for mediation or not", but if I ask him if there is any deadwood between you and the highest authority, Mr. Ouimet, and he says yes, you know very well that this hardens these opinions into immobility, and consequently makes more difficult what Mr. Basford calls mediation. There is no doubt about that. But I can't see, right now, what kind of questions we could have asked of Mr. Leiterman, which would help what I hope is going to be possible, that is mediation until next Sunday evening. But I don't know where mediation comes in without our interfering in CBC affairs. This is the problem which, to me, seems to be rather difficult to resolve. We have not had any answers from the CBC officials.

The CHAIRMAN: All I can say at the present time is that I must accept the question you have asked, according to the way in which the deliberations have gone on so far, but not only will I tell the witness that he is free not to answer, but I am taking it upon myself to advise him not to do so. I am doing so. Mr. Prud'homme, continue if you want to.

Mr. PRUD'HOMME: Since the chairman says that he is going to advise him not to answer, I will refrain from asking you the question. Could you tell me, Mr. Leiterman, why you notified Mr. Watson that he would not be re-engaged as a host, and that you did not do so for Mr. LaPierre?

*(English)*

Mr. LEITERMAN: I have not advised either host whether in my opinion—or whether it was my intention to renew or not renew the contract.

(Translation)

Mr. PRUD'HOMME: If my memory serves me correctly, Mr. LaPierre said that he did not know, whereas Mr. Watson said that he was aware of it. I am ready to give you hell for that.

(English)

Mr. LEITERMAN: Then I would suggest Mr. Watson must have been reading my mind.

Mr. FAIRWEATHER: Mr. Watson gave evidence he got it from Mr. Walker.

Mr. LEITERMAN: This is a different question, yes. I think both hosts have come to the conclusion my opinions and feelings in the matter may be less relevant than those of others.

(Translation)

Mr. PRUD'HOMME: Independently, apart from anything that can happen in the immediate future, by Sunday night or by the end of the year, or later into the season, don't you think that even if you were to leave,—what I would deplore, I really would deplore your departure from "This Hour Has Seven Days" because you would be depriving the CBC of your service, and I am saying the same thing to you as I said in the case of Mr. Watson, I would deplore the fact of the CBC depriving itself of your service or you depriving the CBC of your services—This being said now, I ask you whether, in the event that this did occur, don't you think that this type of program—a very sensitive one, a very difficult one for society to accept—is such that trouble could be anticipated, no matter who is dealing with this type of program, "This Hour Has Seven Days", or any other similar to it? There is always possible conflict because of the very nature of the program.

(English)

Mr. LEITERMAN: Yes. Of course, there will always be trouble. Trouble is a necessary condition and climate of controversial programming; it is essential and it must be that way. No matter who produces it there will be the same difficulties and no matter who is in management there will be the same difficulties. I think you are quite right. I would only add, so far as I am concerned, I could not, in conscience, continue to be associated with this or any other program of the CBC if the kind of condition that we face in this particular case has not been changed.

(Translation)

Mr. PRUD'HOMME: And related to this, would it not rather require in the CBC, people who are a little more flexible, more "new guard" type, saving always, of course, the corporation's right to manage, if I may say so? Would it not require people who are a little more understanding of this type of program? Don't you think that this would allow this type of program to continue—that is a little more understanding and flexibility? Is that what you would see on management's side as being necessary?



(English)

Mr. LEITERMAN: That is precisely what I would see.

Mr. MACDONALD (*Prince*): Mr. Chairman, I have two or three short questions arising out of testimony which has been given. I missed putting one question at the time I was asking a series of questions. I understood earlier you received some indication that each item that was carried on "Seven Days" went all the way to the top of the chain of command before the program item went forward. Is this correct?

Mr. LEITERMAN: Well, you would have to ask my supervisors, Mr. Gauntlett, and Mr. Haggan because they could tell you precisely how that upper reporting works. I can only give you my understanding of it. My understanding is that every item we propose to show goes into a communication, which goes to a number of people in the higher echelons, and certainly as high as Mr. Walker, the general manager and vice president. I am not absolutely sure whether the president's name is on that telex.

Mr. MACDONALD (*Prince*): In what form would that item be communicated?

Mr. LEITERMAN: In the form of a telex, naming the item and including some detail about its nature. If there was not time for that, then it would be done by telephone.

Mr. MACDONALD (*Prince*): Earlier you indicated there are plans on the part of management to continue with "Seven Days" for next year and that a great number of changes are contemplated in this program format. Have you been consulted on any of these changes?

Mr. LEITERMAN: Well, management has made it very clear that it wants "Seven Days" back, and Mr. Ouimet said that again yesterday to the employees. However, head office has made it abundantly clear to the supervisors and the department head of the program the kind of thing they do not want in the show, and the supervisors have made that clear to me. What actually happened was management said, in effect:—and this occurred early this year—we do not want that program back but if you, the department want to keep "Seven Days" then come to us with revisions of a kind we will accept; you know what we do not like in the program, get rid of these things, offer your revisions and maybe we will have it back. Now, my supervisors, not knowing what management wanted for the program, did make some preliminary suggestions in the hope that the discussions would eventually allow them to come back with a program which was not too different from the one we have now. In other words, they were not prepared to see the program destroyed so far as its basic structure style and type of material are concerned. They were not prepared to see it lose its controversial nature.

However, they recognized that if they did not tender something back up to senior management that the axe would swing. Therefore, they have been in the process of trying to discuss and negotiate their way back to something like the program we have now. In the process of doing that I understand they were prepared to give certain concessions. These were not discussed with me except in a general way.



Mr. MACDONALD (*Prince*): So, basically you did not participate in the various revisions presently proposed for the program next year?

Mr. LEITERMAN: That would be correct.

Mr. MACDONALD (*Prince*): I have another question which I think is very important to our overall consideration of the program. Do you think, in fact, in the life of this program, it has added immeasurably to national unity of the country. Is that too broad a way of putting it?

Mr. LEITERMAN: Well, certainly, it has been our hope that it would add to national unity. I think even the use of Mr. Laurier LaPierre on camera every Sunday, the kind of visual representation of the two races of the country—and this is the only program that does it—is a useful thing. It is not a large thing in itself. The kind of item we had on René Levesque a week ago I think was substantial. We would like to do more in that area. But, in my opinion, the real contribution it makes to national unity is communicating in the same instant of time a story across the country to a very large audience, between 20 or 30 per cent of all the English speaking adults, and I think this made a contribution.

Mr. MACDONALD (*Prince*): Apart from hockey and the Don Messer Islanders I do not think any other program has established this kind of national rapport in the history of television.

Mr. LEITERMAN: That is my opinion, in terms of numbers.

Mr. MACDONALD (*Prince*): What at the moment is the fate of Dinah Christie?

Mr. LEITERMAN: She has not received any notice of dismissal or non-renewal of contract from anyone, so far as I know. She is not considered a controversial figure.

Mr. SHERMAN: A provocative one though.

Mr. STAFFORD: Looking at the document, "Program Policies and Procedures" under the role of the host, and "Program Personalities", subsection 3 says: "To present fairly the main points of view." I would like to ask you how can this be done if the host expresses opinions during the program—and I am thinking of Mr. LaPierre's reflection of the abolitionists' viewpoint on the program on capital punishment.

Mr. LEITERMAN: I have to say to you—

The CHAIRMAN: Just a moment. I have a strong impression that this issue has been discussed at length. It is a pity we have not the transcript. But, the whole approach to capital punishment has been explained at least twice, to my knowledge.

Mr. STAFFORD: That is right, but this is referring to a specific item in the article which he gave us and I want him to refer to that particular section of "Program Policies". It will take less time to answer the question than to argue about whether I should be permitted to put it.

The CHAIRMAN: Is there a short answer?

Mr. LEITERMAN: I will try. The statement of Program Policy sets forth objectives or ideals which we are supposed to do our best to adhere to, and I think we do. On capital punishment there is certainly room for a difference of opinion on how well the program behaved. I think an excellent case could be made that the program did not adequately represent the views of those who were for retention. I think it was the view of my supervisors that other programs helped fill that need, but whether the CBC did an adequate job on that I would not be prepared to say.

Mr. STAFFORD: You did not answer the question. I still want to know why Mr. LaPierre should express an opinion in violation of subsection 3. You gave a very good evasive answer but you still have not answered the question. Did Mr. LaPierre do the right thing, keeping that subsection in mind, by expressing his own views?

Mr. LEITERMAN: Could you remind me in precisely what way Mr. LaPierre expressed his views?

Mr. STAFFORD: It is my understanding that he reflected his own views on that particular program. Did you not see it?

Mr. LEITERMAN: Yes, but I recall his interview with Claude Wagner and, of course, Mr. Wagner represented one side and Mr. LaPierre and Mr. Troyer attempted to draw him out by putting other viewpoints. But, there is no doubt where Mr. LaPierre stood. I only hope that the other point of view was reasonably represented. But, if it was not I would hope to concede we failed to handle that subject with the fairness with which it should have been handled.

Mr. STAFFORD: Actually, the CBC is a very large organization of which the program "Seven Days" is only a small part.

Mr. LEITERMAN: Yes.

Mr. STAFFORD: And, management interfered in the "Seven Days" program on only ten occasions in 1965.

Mr. LEITERMAN: No. I stated 10 occasions which had come to the boiling point.

Mr. STAFFORD: If you could give shorter answers I think it would be better. The members asking questions seem to be receiving the blame for drawing this out. On those 10 occasions were the instructions you received followed?

Mr. LEITERMAN: The answer would be yes.

Mr. STAFFORD: And, even after following the instructions of management the program is still one of the most successful on the CBC?

Mr. LEITERMAN: Yes, it is.

● (4:20 p.m.)

Mr. STAFFORD: And does it not follow that if these rejection had not been followed, the program might not have been so successful?

Mr. LEITERMAN: I could not agree with that for a moment.

Mr. STAFFORD: But could it have been?

Mr. LEITERMAN: That is your opinion, sir, not mine.

Mr. STAFFORD: But I ask you, Mr. Leiterman, could it have been?

Mr. LEITERMAN: No.

Mr. STAFFORD: Do you think that if you disallowed those objections and had your own way it would have been more successful?

Mr. LEITERMAN: Yes.

Mr. STAFFORD: You yourself often reject the ideas of those under you, do you not?

Mr. LEITERMAN: I do.

Mr. STAFFORD: Do you expect those rejections to be carried out?

Mr. LEITERMAN: Yes, I do.

Mr. STAFFORD: And it may be that the new "Seven Days" program may be even more successful?

Mr. LEITERMAN: It is certainly the view of management that the new program they have in mind will be more successful.

Mr. STAFFORD: You have already admitted that you have had much freedom of expression on the program.

Mr. LEITERMAN: Yes.

Mr. STAFFORD: More freedom than that might perhaps be dangerous.

Mr. LEITERMAN: I have said I did not ask or want more freedom.

Mr. STAFFORD: So liberty of expression is not an issue in this case?

Mr. LEITERMAN: It is, in part, an issue.

Mr. STAFFORD: Is it not correct that the only other issue is an apparent overlapping of channels of communication?

Mr. LEITERMAN: I think I have described my view of the issues in some detail, particularly in my opening statement.

Mr. STAFFORD: I have just a few questions on the political interviews. Is it not correct that in a meeting of the program council, in planning the political interviews prior to the election, it was recommended by Mr. Haggan that interviews be conducted by Mr. Watson and Mr. Troyer?

Mr. LEITERMAN: I do not think "recommended" would be the correct word.

Mr. STAFFORD: What would be your word?

Mr. LEITERMAN: I described earlier that it was discussed, and Mr. Haggan made the suggestion that those would be the men.

Mr. STAFFORD: If it were discussed that those would be the men is that not an indication that there was a recommendation?

Mr. LEITERMAN: I guess that question will have to be asked of Mr. Haggan.

Mr. STAFFORD: I am asking you.

Mr. LEITERMAN: I was not there.

Mr. STAFFORD: Management agreed, did they not?

Mr. LEITERMAN: I will have to refer that to Mr. Haggan.

Mr. STAFFORD: You know management agreed, whether you refer that to Mr. Haggan or not?

Mr. LEITERMAN: I described what I know of that council meeting in detail.

Mr. STAFFORD: There were discussions about the inadmissibility of using Mr. LaPierre because of his political leanings, were there not?

Mr. LEITERMAN: I was not at the meeting.

Mr. STAFFORD: But you do know about it?

Mr. LEITERMAN: I know about it. There were discussions about a number of qualifications of Mr. LaPierre.

Mr. STAFFORD: Is it not correct that some time later a recommendation was resubmitted with Mr. LaPierre replacing Mr. Troyer?

Mr. LEITERMAN: It was resubmitted asking Watson and LaPierre to be the interviewers.

Mr. STAFFORD: Is that not the same thing? Do you have to rephrase every question? This was done because the staff of the production unit threatened to walk out, was it not?

Mr. LEITERMAN: I think I have described that in great detail. I would have to give you more than a yes or no answer to define it properly.

Mr. STAFFORD: Would it be nearer to a yes or to a no or vice versa?

Some hon. MEMBERS: Oh, oh.

Mr. STAFFORD: In other words Mr. LaPierre would continue with very careful editorial supervision, would he not?

Mr. LEITERMAN: Yes.

Mr. STAFFORD: You know that top management had, on different occasions, expressed reservations about Mr. LaPierre?

Mr. LEITERMAN: Yes, I did.

Mr. STAFFORD: And after two seasons of this experience—referring to the last question—would you really have expected management to renew Mr. LaPierre's contract?

Mr. LEITERMAN: Yes. It came as a total surprise to me that management wished to get rid of him.

Mr. STAFFORD: Are you aware that on April 6 the vice-president, Mr. Walker, told Mr. Watson that he planned to use him in another series next year?

Mr. LEITERMAN: Yes.

Mr. STAFFORD: And at the same time that Mr. LaPierre's contract would not be renewed?



Mr. LEITERMAN: Yes.

Mr. STAFFORD: How long before April 6 did Mr. Haggan know that Mr. LaPierre's contract would not be renewed?

Mr. LEITERMAN: You will have to ask Mr. Haggan.

Mr. STAFFORD: But you have already discussed that with Mr. Haggan?

Mr. LEITERMAN: Yes, I have.

Mr. STAFFORD: What is your understanding of the answer to this question since you discussed it?

Mr. LEITERMAN: I understood Mr. Haggan knew some time before.

Mr. STAFFORD: So apparently there was some of this communication present which you insisted did not take place, if Haggan knew before?

The CHAIRMAN: Can I remark to the member that he is not cross-examining a witness in a criminal case and that the witness has not been declared a hostile witness, and that the form of the questions seem just a little bit off key?

Some hon. MEMBERS: Hear, hear.

(Translation)

Mr. PRUD'HOMME: Mr. Chairman, I do think though that we should be looking ahead because I am convinced that when other people are here, sitting where Mr. Leiterman is sitting now, there are certain other questions which could be put, just as direct as these. You may tell the witness that he must feel perfectly free to answer—this is not a court proceeding—but the type of question is perfectly in order.

(English)

Mr. BASFORD: I think the same remarks will be applicable to Mr. Lewis when management is before us.

Mr. LEWIS: I assure you you will not have occasion to make them.

(English)

The CHAIRMAN: When there were questions that were acceptable but I thought the witness did not have to answer them, I said the question was acceptable but the witness is not obliged to answer it. What I just said now is that it seems the tone of the questions and the way in which they are put seem more like a cross-examination. I think this is a little off key. That is all I said, and I maintain it.

Mr. STAFFORD: I must apologize, Mr. Chairman, but I figured you were trying to get this over with and I was trying to put the questions as quickly as possible. You are trying at the same time to have short questions and on the other hand long and sweet answers.

The CHAIRMAN: I have not limited the questions of any members. That is not the point. What I am speaking of is the tone and the way in which you put

your questions which reminds me of a cross-examination. I think this is not the place for that. That is the exact bearing of my remarks. You can put as many questions as you wish.

*(Translation)*

Mr. PRUD'HOMME: I will tell you. I will change the purport of my questions. Still you can't ask members to have a special way of putting questions. Mr. Stafford has always put his questions in that way.

The CHAIRMAN: I think you understand what I mean. There were some questions. I did not notice whether you did it, whether you want to admit it to the Committee. But, there are questions put in such a way that it is understood the witness is being cross-examined. This witness has not been declared hostile. You are not in a criminal court. That is all, Mr. Stafford.

*(English)*

Mr. STAFFORD: After April 6, and when you realized what the vice-president, Mr. Walker, had said to you, did you discuss this with Mr. Haggan?

Mr. LEITERMAN: Yes.

Mr. STAFFORD: Was it the next day, on April 7?

Mr. LEITERMAN: No, not for several days, in fact not for more than a week.

Mr. STAFFORD: Did you try to make an appointment with the top management as soon as possible to discuss this decision?

Mr. LEITERMAN: That would have been improper for me to do.

Mr. STAFFORD: Did you take any steps to even contact the individuals, say, up above you, to try to get this chain of command reached so that some discussion about this could take place?

Mr. LEITERMAN: I was out of the country on April 6 and did not return until April 13.

Mr. STAFFORD: What did you do on April 13?

Mr. LEITERMAN: I talked to Mr. Haggan.

Mr. STAFFORD: Did you try to get some appointment, and has this up to this time been published in the newspapers?

Mr. LEITERMAN: No.

Mr. STAFFORD: So that at that particular time, as far as you know, outside of having discussed this previous to April 6 with Mr. Haggan, you had some idea of what was going to happen, and then, learned on April 13 that on April 6 Mr. Walker had told Mr. Watson that he planned to use him in another series next year and that Mr. LaPierre's contract would not be renewed?

Mr. LEITERMAN: I learned that on April 7.

Mr. STAFFORD: But you also, as you said before, knew that Mr. Haggan knew about it before?

Mr. LEITERMAN: I did not know that then.

Mr. STAFFORD: When did you find it out?

Mr. LEITERMAN: On April 13.

Mr. STAFFORD: Did Mr. Haggan give you any idea, on April 13, just how long before April 6 he knew about the contents of this decision?

Mr. LEITERMAN: Yes, and I believe it had been some time.

Mr. STAFFORD: What would you think that "some time" would be?

Mr. LEITERMAN: For a number of weeks, if you are referring to him having some knowledge that this was in management's mind. However, if you are referring to the precise information that management was not prepared to do anything else, then Mr. Haggan told me that he knew of that only by his meeting, I believe, a day or two before April 6.

Mr. STAFFORD: So, to make a long story short, it was your opinion, when you discussed this with Mr. Haggan on April 13, that for some weeks prior to April 6 he knew about this possibility?

Mr. LEITERMAN: Correct.

Mr. STAFFORD: The same applies to the question of Mr. Watson?

Mr. LEITERMAN: Yes.

Mr. STAFFORD: Had Mr. Haggan discussed this with you several weeks before April 6 when he knew about it, or had some idea about it, there would have been no great breach of this communication about which you are speaking so strongly?

Mr. LEITERMAN: I said very clearly here that the simple matter of passing that decision down through the seven or eight people that it would take to reach me would not have solved the problem; that the basic problem was that management would not hear discussion on the subject from anybody.

Mr. STAFFORD: Would you just answer the question? The reason I put my questions pointedly is your evasive answers.

Mr. LEITERMAN: I am sorry.

Mr. STAFFORD: Is it not correct that some weeks before April 6—do you understand?

Mr. PETERS: Oh, come on!

Mr. STAFFORD: Mr. Haggan had come to you and discussed this conversation with you. Then it could have been discussed with top management?

Mr. LEITERMAN: I have no idea whether top management would have been any more willing to hear from me than to hear from the department.

Mr. STAFFORD: But no one under top management offered to do anything about it?

Mr. LEITERMAN: Yes, my own supervisors tried, in many ways, to persuade management not to go ahead with the discussions.

Mr. STAFFORD: How long before April 6 was this?



Mr. LEITERMAN: You will have to ask them. All I know is that I was told afterwards they were trying to set it aside and that is why they did not communicate it to me in the middle of the program season.

Mr. STAFFORD: Would you care to name any individual so that we could ask them when they appear here?

Mr. LEITERMAN: Mr. Haggan and, I would assume, Mr. Gauntlett.

Mr. STAFFORD: So what did you do between April 6 and the time that I understand it was first published in the *Globe and Mail* on April 15, 1966, to try to get some negotiations going?

Mr. LEITERMAN: I sat on the beach on an island in Florida.

Mr. STAFFORD: Does it not seem strange to you—let us put it this way. There are very few serious decisions on such a vital issue that would go directly from Mr. Walker to a performer. Is that correct?

Mr. LEITERMAN: Yes, and that would be totally unusual, in fact unprecedented.

Mr. STAFFORD: So even if you had not discussed it with Mr. Haggan, it would have been obvious to you, knowing the policy of the C.B.C., that someone would have been told between you and, say, Mr. Walker?

Mr. LEITERMAN: Yes, although, as I have said here, Mr. Walker had, on occasion, summoned me and had direct discussions with me.

Mr. STAFFORD: I would just like to ask you one last question about where you stand. You are a member of the management on the one hand and a member of the producers' association on the other. You seem to see merit on both sides. Where do you stand?

Mr. FAIRWEATHER: He is open minded.

Mr. LEITERMAN: Of course I am considered by the Corporation to be a very junior member of the management echelon, by which I mean that I make some decisions relating to people under me. I am a member of the producers' association which, I think, if the Corporation managed its affairs well, would never have been formed.

Mr. FAIRWEATHER: Have you heard that management has made the suggestion that the Watson-Leiterman team be broken up?

Mr. LEITERMAN: Yes, sir.

Mr. FAIRWEATHER: Where did you hear this and what are the origins of this?

Mr. LEITERMAN: Mr. Ouimet said it to the meeting of the public affair department which was held on Monday of this week. He repeated it in his speech to the entire staff of the CBC yesterday.

Mr. FAIRWEATHER: Have you heard it said that the CBC has really no trouble with other departments, meaning other than the public affairs department?



Mr. LEITERMAN: Yes. In both speeches Mr. Ouimet said that. In yesterday's address he commented that there had been no difficulties with the music department, the children's department, the school department or the farm or sports departments, so why is there always trouble with the public affairs department.

Mr. FAIRWEATHER: Perhaps we should answer that question.

Mr. LEITERMAN: I do not know whether you wish any further information about the Leiterman-Watson team and the president's view of it but, let me add, that he does not seem to understand, and never seems to have understood, or at least he seems to maintain the impression that Watson is running the program or, in some mysterious way, is influencing Leiterman. There is nothing mysterious about it. When Watson became the host of the program, he dropped his production duties in order to become the producer of Document. That is a very demanding and full time job. Watson's specific duties also included being a member, as I have described, of this editorial board which meets infrequently. That is in the C.B.C. documentation and is available from Mr. Walker or Mr. Ouimet, if they had ever wished to consult it. In other words, it was agreed to by the normal chain of command.

However, to assume from that that there is some kind of sinister combination between Leiterman and Watson seems to be a total misreading of the present situation, and I can assure the committee that the program is produced by Leiterman together with Hoyt, Lefolli, and the production staff, and there are many weeks which go by in which I do not even see Mr. Watson until the Sunday afternoon when the program goes on the air.

Mr. FAIRWEATHER: Your mention of the document reminds me of an analogy that has been drawn by somebody, and perhaps you would like to comment on it, that when Document appears every fourth or fifth week it is an enriched diet, so to speak, for those people who, because of the form of the regular "Seven Days" are then ready for enrichment.

Mr. LEITERMAN: Yes, one of the really exciting things that has happened in documentary programming is that "Seven Days" has built a loyal audience which comes back for the show and stays for the show when it is a one hour documentary.

Mr. FAIRWEATHER: Let us take the reverse, that if Document were on by itself, you might not expect a wide audience.

Mr. LEITERMAN: All the experience of past Document programs has been that you could expect an audience of less than half those who now watch the program because our viewers have become enriched in their willingness to accept programming of substance from the "Seven Days" series. They also expect to have pace and interest and a certain kind of entertainment value, and we tried to make sure that Document also had that. I would not wish the word "entertainment" to be misunderstood.

Mr. FAIRWEATHER: This is my last question. Mr. Stafford asked you to present fairly the main points of view. This comes from that memorandum No.

65-6. It seems to me we should read the whole document because when we turn a couple of pages to page 3 we read:

It is recognized that the use of permanent program personalities may entail the expression of views by them but the degree to which this is permissible depends on the way in which they conduct themselves under close supervision.

I would like to be reminded again whether you have not yourself as a producer any reason to doubt that the hosts have neglected to follow that memorandum?

Mr. LEITERMAN: No, sir, and in fact Mr. Ouimet said to the Monday meeting that they have followed it, and Mr. Walker and Mr. Hogg who were also there, agreed that there was no objection to the hosts expressing their opinions on certain subjects, and those subjects were described as being communism, segregation and sin.

Mr. Fairweather: Who said this?

Mr. LEWIS: In favour of all three?

Mr. LEITERMAN: On no subject was it permissible. The president was being questioned by his public affairs department on why it was that he objected to certain kinds of opinions by LaPierre when he did not object to the expression of opinion by the program in other specific areas; and it was said and corroborated and agreed to by the three gentlemen I have mentioned, that expressions of opinion by the program or by hosts in those three areas of segregation, communism and sin were all right. There was a direct quote, of which I made a note, that we are against sin.

● (4:40 p.m.)

Mr. FAIRWEATHER: I am speechless.

The CHAIRMAN: Mr. Langlois?

Mr. LANGLOIS (*Mégantic*): I just have a few questions arising from statements that Mr. Leiterman has made, not necessarily today, but also in other sittings we have had. I will try to keep my questions away from the attitude of "The Case of the 'Seven Days' Murder" of the Erle Stanley Gardner type.

Mr. Leiterman, I would like to ask you this: You mentioned once that management had gradually retreated, or there had been a gradual retreat by senior management, from this type of thing, and I took it that you were dealing with that type of program. Now, this gradual retreat started approximately when, to your knowledge?

Mr. LEITERMAN: Well, I would say it became intensified shortly after the re-appointment of the President for his seven-year term. There was a period during which the Fowler Commission was investigating that there was less evidence of this kind of feeling, but their so-called "hard line", as it has become known around the Corporation, became intensified and hardened after the reappointment and after the Fowler Commission's report appeared to be buried.

Mr. LANGLOIS (*Mégantic*): And that seemed to be amplified following that?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): That they were pulling back on anything that way after the renomination or confirmation of Mr. Ouimet's appointment.

Mr. LEITERMAN: This is the period when changes were made in personnel and what has since been described as the loyalty purges which became apparent and which gradually worked their way through the corporation.

Mr. LANGLOIS (*Mégantic*): Did you have any feeling about, or did you realize, or did they tell you, what it was specifically they were pulling away from?

Mr. LEITERMAN: Well, in any conversations which I had with senior management myself, and in the frequent conversations my superiors had, and my supervisors had, with senior management, they left no doubt of the kind of things they wished to pull away from.

Mr. LANGLOIS (*Mégantic*): Did they give any reason why they wanted to pull away? Was it because there had been too much controversy on the other subjects, or was it because they were going to get more popularity, or make a better program out of the whole thing, or were they simply afraid of what was to come?

Mr. LEITERMAN: There was frequent expression of the wish to avoid controversy, and it was always coupled with the suggestion that the program would be a great deal better.

Mr. LANGLOIS (*Mégantic*): Did they say how it was going to be better?

Mr. LEITERMAN: Just that it would be a better program without all these things in it which were controversial or which they had otherwise taken objection to, particularly on the collection of information which I hope we will be able to touch on because it has been mentioned several times.

Mr. LANGLOIS (*Mégantic*): Has management ever given you a clear picture of what they did want—and I mean you, or your supervisors at the programming level?

Mr. LEITERMAN: I guess not a clear picture, no. It was expressed more in terms of things that they did not want, and what kind of thing they did not want to appear again, and how the program should be handled so that it did not get into certain areas.

Mr. LANGLOIS (*Mégantic*): At this level of the administration is it your general feeling—and this is with reference to your last statement and it is more or less a semi-statement—would you say it is the general feeling that management have been doing more criticizing than suggesting anything to replace what they are taking off? Are they suggesting any new ideas for the show?

Mr. LEITERMAN: Well, perhaps I can answer in this way: I think that senior management genuinely believes that the program can be at least as popular—possibly more popular—and a great deal better if it is remade in the terms they have in mind. I do not think this is an attempt to mislead us. I do not think I share their view—in fact, I am quite sure I do not.



Mr. LANGLOIS (*Mégantic*): Besides this program and your being the producer of this program, I imagine that you also have some contacts with other producers. How do other producers react to all this? Do they feel the same? I mean, is there criticism on the part of management of their programs as there has been of yours?

Mr. LEITERMAN: The answer is yes, that most of them do; and in spite of what the President said about there being no trouble in the farm department and the music department and the children's department, the producers of all these departments, who are highly individual men, have voted with the Producers' Association to try to bring in some form of compulsory arbitration because they have been subject to the strongly increasing trend in this direction; and you should also note that in the past action of the Producers' Association, when one of its members has, in its view, been victimized, it has not had an interest in collective action at all.

Mr. LANGLOIS (*Mégantic*): In the matter of criticisms that management have made of your program, or anybody else's program, you can always have constructive criticism or destructive criticism. In your opinion, what has come out of this attitude of management, not only in the case of your program, but in the over-all picture, including other producers? Would you say they have been doing more criticizing than recommending, possibly?

Mr. LEITERMAN: I do not think I would say that. There have been a number of recommendations like the ones we are dealing with here.

Mr. LANGLOIS (*Mégantic*): That is, constructive recommendations? Where there is something which they have constructively criticized, have they suggested something to replace it?

Mr. LEITERMAN: Yes, they generally do. The recommendations are very often simply arbitrary statements of what they want.

Mr. LANGLOIS (*Mégantic*): Have you tried out any of these recommendations?

Mr. LEITERMAN: On the Watson-LaPierre thing the President has said there would be new hosts—better hosts. When he was asked who they would be he said that was a matter for me as the producer.

Mr. LANGLOIS (*Mégantic*): In saying a thing like that, it seems to me that he flatters you, but it puts you in a peculiar position.

Mr. LEITERMAN: It is in my contract with the corporation that I should have jurisdiction in this; but there normally, of course, is that—

Mr. LANGLOIS (*Mégantic*): When I use the word "flatters" I mean I feel that the other two are pretty good, and I would not like to try to find two better ones.

Is that the kind of suggestion they have been making?

Mr. LEITERMAN: There has been a good deal of that, yes.

Mr. LANGLOIS (*Mégantic*): They do the cutting and you have to do the filling.



Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): Would you say that this tends to show that there is a lack of communication between different departments?

Mr. LEITERMAN: Yes, but, much worse than lack of communication, a lack of trust, a lack of confidence.

Mr. LANGLOIS (*Mégantic*): Or the vetoing of responsibility by someone who should not have it.

Mr. LEITERMAN: There is an overriding of responsibility.

Mr. LANGLOIS (*Mégantic*): At the meeting with Mr. Walker on, I think it was, the 14th of April—

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): —you talked about Watson and LaPierre, and, if I understood you correctly, you said that Mr. Walker said he did not want to hear anything of this “nonsense” any more. What “nonsense”? Have I got your statement correct? I noted it down and I hope I did not make too much of an error on it.

Mr. LEITERMAN: He did not want to hear any more about hiring Watson or LaPierre, or that they should stay on the program.

Mr. LANGLOIS (*Mégantic*): But he said he did not want to hear anything about this “nonsense”. What is this “nonsense”? What “nonsense” was he referring to?

Mr. LEITERMAN: It was a reference to a number of statements which had been made about management's position and the position of other people at program level.

Mr. LANGLOIS (*Mégantic*): Have you ever made these statements to the committee?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): That is correct?

Mr. LEITERMAN: I believe I have described that meeting.

Mr. LANGLOIS (*Mégantic*): Have you made this statement which I said? Is this typical—this “nonsense”? You said he had made a statement about Mr. LaPierre and Mr. Watson and other people concerned in the program.

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): Did you make that statement to the committee at a formal meeting, because I missed one?

Mr. LEITERMAN: Yes, I believe so.

The CHAIRMAN: I think so, too, although I have not got the transcript.

Mr. LANGLOIS (*Mégantic*): Then, you said that when you met management that time you had to repudiate things and, in your opinion, this was capitulation. What things, and what did you feel was the capitulation?

Mr. LEITERMAN: I was really referring to the meeting on November 18.

Mr. LANGLOIS (*Mégantic*): What was that meeting about?

Mr. LEITERMAN: That was the meeting at which Mr. Walker, on behalf of the management, called my supervisors and several other people whose names I have put into the record, and told us that the program had to be run in a certain way and he did not want to hear any more trouble or have any more references to him; that it was an open and shut case, and if we did not do what he said the show would go off the air at Christmas.

Mr. LANGLOIS (*Mégantic*): And what did you have to repudiate in the case? They gave you an order on that occasion. What had you to repudiate?

Mr. LEITERMAN: If that was the word I used in that connection, I would have to modify it. It was a repudiation of everything the program had stood for and had tried to do in the course of its history. I think I did use the word in that way.

But I did use the word "capitulation" by which I meant that we simply had to say that we would do everything that Mr. Walker asked, or the show would be finished right then; and we hoped it would be possible, if we accepted this, that in some way we could negotiate back some of the integrity of the program and its supervisors and staff.

Mr. LANGLOIS (*Mégantic*): That was in November?

Mr. LEITERMAN: November 18.

Mr. LANGLOIS (*Mégantic*): It goes back to November, 1965?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): Following that November discussion I guess you did not have many doors? You had just to comply?

Mr. LEITERMAN: There was just one door.

Mr. LANGLOIS (*Mégantic*): Did you comply with these recommendations from top management?

Mr. LEITERMAN: Yes, in general; and received expressions of opinion in the weeks which followed that Mr. Walker and senior management were very happy with the fact that they were not hearing any more—

Mr. LANGLOIS (*Mégantic*): Did you comply up until April 6?

Mr. LEITERMAN: Not totally; there were a few things about which there were edicts from on high that were intolerable to a responsible programmer. I knew that if I complained about them or asked questions about them I would be endangering the program because I would be violating the agreement. Nevertheless, I had to go up with some things to object and to see if we could make sanity prevail.

Mr. LANGLOIS (*Mégantic*): You mentioned about edicts from on high. Will you clarify that a bit?

Mr. LEITERMAN: You mean the kind of things we went back with? We mentioned the Munsinger case and how that was to be handled—

Mr. LANGLOIS (*Mégantic*): But on the overall picture, following that November meeting, management seemed to be very well satisfied. Did they express this satisfaction?

Mr. LEITERMAN: Yes, indeed.

Mr. LANGLOIS (*Mégantic*): And it was only when you had these discussions with management on certain things that this tension built up again?

Mr. LEITERMAN: It was clear that management came to the opinion that, since we had capitulated on this point, we would accept anything, and it was clear that management expected the acceptance of the hiring, the dismissal, the non-renewal of the contracts of Watson and LaPierre and the de-gutting of the program without complaint.

Mr. LANGLOIS (*Mégantic*): Can you honestly say you have had a chance to have a discussion with your immediate superiors and they with management?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): And how do you feel those conversations went? Did they go half way, or a quarter way, or—

Mr. LEITERMAN: We took a great many instructions, and, because of the agreement, kept our mouths shut. Going in the other direction, as you will understand at the program level we decide to do certain things. Ever since November 18 if we have had something from management we just have dropped it and we have pretended that we never thought of it, or it could not be done. If there were things we wanted to do, which was reported upwards, and management said no, then we just accepted that.

I must add that this was a very difficult thing for me to explain to the producers and the program staff—why we were not doing something which they knew I believed should be done. I could not do this for the reason that part of the agreement was that my staff would not know about the capitulation, but would be told that everything was fine.

Mr. LANGLOIS (*Mégantic*): I want to get these levels of authority straightened out because I am still not clear on the whole situation.

Your immediate supervisors are at the programming department level?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): Starting from that level, down through the producers, to the assistants, and the hosts, and so on, how did your discussions take place? Were the channels of discussion open there?

Mr. LEITERMAN: Very free and open.

Mr. LANGLOIS (*Mégantic*): So that there was free discussion up to there?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): And then the breakdown comes in between the supervision level and the management level?

Mr. LEITERMAN: Yes.



Mr. LANGLOIS (*Mégantic*): Would you say that management lacks confidence in its programming supervisors?

Mr. LEITERMAN: It would not surprise me if that was the case.

Mr. LANGLOIS (*Mégantic*): Can you tell us why, or have you any idea why?

Mr. LEITERMAN: I think for the same reasons I have described about management's attitude to the program in general.

Management has been aware that the supervisors and the general supervisors and the department head have all given support in the kind of program that "Seven Days" was intended to be. After all, they had been present—

Mr. LANGLOIS (*Mégantic*): But in this complicated hierarchy of the CBC where approximately does the program supervisor fit into the over-all picture? Is it half way up, or a quarter of the way up, or three-quarters?

Mr. LEITERMAN: I do not know the structure too well as it nears the top, in terms of the number of persons to whom reporting is done.

Mr. LANGLOIS (*Mégantic*): Does this concern the supervisors?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): They know who is above and below; but there seems to be a breakdown in discussion when it comes to that level. Up to there the discussions are open and you people feel that you have justice, and you could not expect it beyond this level?

Mr. LEITERMAN: That is exactly right.

Mr. LANGLOIS (*Mégantic*): I mean, in discussion.

Mr. LEITERMAN: Yes. Of course, we are turned down often on many things.

Mr. LANGLOIS (*Mégantic*): But you can discuss them?

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): And you feel that discussion does not take place from that level up higher?

Mr. LEITERMAN: It is a one-way street after that.

Mr. LANGLOIS (*Mégantic*): And have you any idea what is the blockage up in the higher spheres? What is the general consensus of opinion?

Mr. LEITERMAN: That there is a view held at the senior management level, by the senior officers of the corporation, which seems to be shared by them to a greater or less extent.

Mr. LANGLOIS (*Mégantic*): Who are these senior officers of the corporation?

Mr. LEITERMAN: Mr. Ouimet, Captain Briggs and Mr. Walker.

Mr. LANGLOIS (*Mégantic*): Thank you.

The CHAIRMAN: Mr. Brand wanted to ask one supplementary question.

Mr. BRAND: I can wait, because I think he has answered part of it.

The CHAIRMAN: Mr. Basford?



Mr. BASFORD: In the 1964-65 season, the first season, you and Mr. Watson were co-executive producers?

Mr. LEITERMAN: That is correct.

Mr. BASFORD: What were the considerations that led to the change of status between you and Mr. Watson for the second season?

Mr. LEITERMAN: This was entirely the decision of Watson and myself, that he should take over as host, which he had done on a number of programs when John Drainie was sick, and which he had wanted to do from the very beginning, but which management had not permitted. We thought that this was the time to make the change. It originated entirely with us.

The President has said, as you may know, that that was his idea—that we should be separated that way.

Mr. LANGLOIS (*Mégantic*): And you had no directive from public affairs to arrange this?

Mr. LEITERMAN: No. If the President is right it is an interesting coincidence, because there was a great deal of resistance from August through the fall of that year from senior management to the use of Watson as a host, and this existed until only a few weeks before air time; so that if this had been Mr. Ouimet's intention it is difficult to understand why it was resisted over the whole period.

Mr. LANGLOIS (*Mégantic*): And was it at that time that it was decided that Watson and yourself would be co-executive producers?

Mr. LEITERMAN: Even that was not decided. Do you mean of "Document"?

Mr. LANGLOIS (*Mégantic*): From the beginning.

Mr. LEITERMAN: No, there was no resistance. They seemed to like very much the idea that Watson and I collaborate on the show.

Mr. LANGLOIS (*Mégantic*): And continuing in the role for the 1965-66 season?

Mr. LEITERMAN: They may have had reservations about that. I know they had reservations about the show in general, but we decided that Watson would be a better host than Drainie, and that he should be executive producer of "Document". That decision went to our supervisor and all the way up.

Mr. LANGLOIS (*Mégantic*): And was approved?

Mr. LEITERMAN: And was approved.

Mr. LANGLOIS (*Mégantic*): But you mentioned that during August of that summer management had expressed great reservations about Mr. Watson being host.

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): That is, the host of "Seven Days".

Mr. LEITERMAN: Yes.

Mr. LANGLOIS (*Mégantic*): And was that expressed in terms such as "We want him as executive producer and not as host"?

Mr. LEITERMAN: No. The question of his remaining as executive producer never came up, because they had decided, in consultation with my department—that is, the department I work for—that there would be one executive producer and two producers, Hoyt and Lefolli, and Watson as host; so there was never any question of two executive producers again.

Mr. LANGLOIS (*Mégantic*): And that was your decision?

Mr. LEITERMAN: This was the decision of the department on our recommendation, yes.

● (5:00 p.m.)

Mr. BASFORD: And, when that decision or recommendation was made I take it then you ran into opposition over Mr. Watson being the host.

Mr. LEITERMAN: Yes. I should add that this kind of opposition is partly based on an old policy of the corporation that the same man should not fill both roles.

Mr. BASFORD: Both roles of producer and host?

Mr. LEITERMAN: Yes, and the saw-off was that Mr. Watson would not be a producer of "Seven Days", and he would have another show. There have been exceptions to that rule in the case of Document and on a number of occasions over past years in a few other shows.

Mr. BASFORD: How was this opposition of Mr. Watson being host brought down to you?

Mr. LEITERMAN: Through my supervisors, and they could give you more detail.

Mr. BASFORD: Was there opposition to Mr. Watson being executive producer of Document?

Mr. LEITERMAN: No, there was not.

Mr. BASFORD: That is, that you were aware of?

Mr. LEITERMAN: No.

Mr. BASFORD: So, management presumably was happy with all the arrangements except Mr. Watson being host?

Mr. LEITERMAN: Yes, and as I say, that opposition may have been substantially on the question of the old policy, that a man who is then a producer of another program series should also not sit in front of the cameras.

Mr. BASFORD: Do you know whether Mr. Walker had anything to do with the opposition to Mr. Watson being host?

Mr. LEITERMAN: I would expect so, yes.

Mr. PETERS: Mr. Chairman, I have some disjointed questions, one of which is about this closed circuit radio hookup with the staff. Is this a regular feature of keeping the staff abreast of management? Is this a general thing or is this unusual?

Mr. LEITERMAN: I would say it was an extraordinary procedure.

Mr. PETERS: Is the machinery used for closed circuit radio for staff briefings fairly simple?

Mr. LEITERMAN: I think not too difficult. We do that kind of thing technically in a number of programs which do require the bringing of staff members by bus to a certain central location in Toronto.

Mr. MACDONALD (*Prince*): Was it radio and television?

Mr. LEITERMAN: It was only radio, except here in Ottawa. It was intended to be T.V. but the president said at the outset it had not worked out.

Mr. PETERS: Is this the first time this was ever done?

Mr. LEITERMAN: I do not recall any similar occasions although there may well have been times at which the president addressed the employees, that I do not recall.

Mr. PETERS: You say you have a transcript of the broadcast?

Mr. LEITERMAN: Yes.

Mr. PETERS: Could that be tabled with the committee?

Mr. LEITERMAN: I do not know whether I have the right.

Mr. PETERS: Well, it depends how you got your copy.

Mr. LEITERMAN: It was transcribed and typed in the general way. But, I would think correct copies should come from management, would not you?

Mr. PETERS: Could we ask for that?

The CHAIRMAN: I think it is for the president to table it with the Committee.

Mr. LEWIS: Could you ask him. We do not know when we will get to him or whether the president would make it available now.

The CHAIRMAN: That is right.

Mr. PETERS: I would like to ask a few questions about this matter of employment. I was quite interested in your discussion this morning, and was quite surprised with your knowledge of the operation of staff and programs in the BBC, for instance. Perhaps we should go a step farther than that and ask how long you have been with the CBC?

Mr. LEITERMAN: Almost nine years.

Mr. PETERS: Do you consider yourself an employee of the CBC?

Mr. LEITERMAN: Yes, I do.

Mr. PETERS: And, are you attached to the CBC full time?

Mr. LEITERMAN: Yes.

Mr. PETERS: You are not a free-lancer or you do not consider yourself to be free-lancing in the CBC?

Mr. LEITERMAN: No. I am under an annual contract.

Mr. PETERS: But, you consider this to be full time employment?

Mr. LEITERMAN: Yes.

Mr. PETERS: Your desire is to continue in the CBC as a lifetime occupation?

Mr. LEITERMAN: Yes.

Mr. PETERS: And, as an employee of the Corporation?

Mr. LEITERMAN: Yes.

Mr. PETERS: And, the fact, that you have this type of contract is in keeping with the type of field you are in rather than—

Mr. LEITERMAN: Yes.

Mr. PETERS: —whether or not you want to stay with the Corporation?

Mr. LEITERMAN: It is the Corporation's practice.

Mr. PETERS: And, am I correct in saying that the other 70 producers are somewhat in the same category of full time employees of the CBC?

Mr. LEITERMAN: With one or two exceptions.

Mr. PETERS: You do not anticipate and have not been led to believe there is a danger of your contract not being renewed provided that you meet the requirements of being a reasonable employee?

Mr. LEITERMAN: I would think there might be some doubt about the renewal of my contract.

Mr. PETERS: With that excepted you normally would expect to have your contract renewed in one field or another, but the management may decide in which area you will work. As a producer you normally would expect to be employed in some role in the CBC?

Mr. LEITERMAN: Yes.

Mr. PETERS: How do you acquire the knowledge of how the programs in England operate? You have mentioned a number of programs how they worked, and so on.

Mr. LEITERMAN: We have very direct contact with the people over there who work on these programs. There is a great deal of cross fertilization because we are faced with similar problems. We are in weekly touch with Panorama, Twenty Four Hours and other such shows.

Mr. PETERS: How?

Mr. LEITERMAN: Telex and, occasionally, by telephone. In an emergency we exchange material. When their men are here and vice versa we talk and discuss mutual problems. The director of public affairs, Paul Fox, in the past year has



been here twice for lengthy discussions. We have deals with them of various kinds and we are really quite familiar with them. Also, the CBC has tended in many ways to follow what has been developed in the BBC.

Mr. PETERS: Is it CBC practice to encourage an exchange of methods and—

Mr. LEITERMAN: Yes.

Mr. PETERS:—education in the various media which are being developed?

Mr. LEITERMAN: Yes.

Mr. PETERS: Even sometimes at CBC direction and expense, I presume?

Mr. LEITERMAN: I think so. There are fellowships. There is at least one. I do not think the CBC pays for it. But, generally, yes.

Mr. PETERS: You have mentioned you are junior management. How much of your role is in the field of an employee doing a specific type of work and how much is in the administration field at the executive producer level?

Mr. LEITERMAN: I would tend to be mainly administrative. I do not get out filming very often during the year.

Mr. PETERS: Then, you are at a stage in the CBC employment structure where you can expect to move on. What I am getting at is this. The contract you have sets out your salary, the terms of employment, your rights and so on, which are all spelled out in legalistic language. You are not an employee paid by the month or by the day.

Mr. LEITERMAN: That is correct. But, I would never expect to move up through the corporate structure, no.

Mr. PETERS: Well, you already have moved up considerably.

Mr. LEITERMAN: I have reached the ceiling where any producer wants to go; after that it is administrative and I am not the least bit interested in administration.

Mr. BASFORD: Unlike Mr. Watson, you are not running for president?

Mr. LEITERMAN: I am quite happy where I am, and I think Mr. Watson is too.

Mr. PETERS: How do you put together the "Seven Days" program? Have you a collection agency? How do you obtain the ideas for the number of programs you have? Do you fit them into a particular slot?

Mr. LEITERMAN: There is a staff of about ten story editors or film directors; they work in two units. They discuss their ideas and are under Mr. Lefolli and Mr. Hoyt.

Mr. PETERS: They collect a number of programs and you make the selection from that?

Mr. LEITERMAN: No. Mr. Lefolli and Mr. Hoyt are responsible for alternating programs. Before we had them I was responsible, alternately, with Mr. Watson.

Mr. PETERS: Week about?

Mr. LEITERMAN: Yes.

Mr. PETERS: Because of this hearing and the searching questions which have been put with regard to the structure at your level and the answers we have elicited, which have been quite full, what is your future in the CBC?

Mr. LEITERMAN: I would say it is in the lap of the gods. I do not really have any idea. I would hope to continue to work for the Corporation and to be associated with any program in whose integrity I could believe.

Mr. PETERS: Well, will the fact that you had to appear here fit you into the category that you are one of us or will you be one of someone else?

Mr. FAIRWEATHER: I wonder why the witness should have to answer because Mr. Peters already has answered his own question.

Mr. PETERS: I was just wondering whether he feels this has jeopardized his position so far as the contract he has is concerned.

Mr. FAIRWEATHER: Ask management.

The CHAIRMAN: By now, I think the witness knows that such questions are accepted but he is free not to answer them when an opinion is asked.

Mr. LEITERMAN: I prefer not to answer that question.

Mr. PETERS: I have one final question. You are responsible for the contracts of the hosts. There was a clause in them that negotiations had to be opened within 90 days of the termination of the contract, and I presume that time has arrived.

Mr. LEITERMAN: Yes. It has passed.

Mr. PETERS: Has there been any opening of negotiations so far as the program is concerned?

Mr. LEITERMAN: No, but that is not unusual. I know one producer in the CBC who has had his contract not renewed since last summer, but he is still producing. In other words, there tends to be a certain amount of untidiness from time to time in this area.

Mr. PETERS: If the contract is not renewed what happens? Do you continue on with the old contract or an extension of the old contract?

Mr. LEITERMAN: It depends on to whom you are referring. If it is Mr. LaPierre, he has to have a contract and there is no continuation.

Mr. PETERS: How about Mr. Watson?

Mr. LEITERMAN: In that case that is really up to management.

Mr. PETERS: He has an executive producer's contract.

Mr. LEITERMAN: Yes, but his host contract would be like Mr. LaPierre's; it would have to be renewed.

Mr. PETERS: If the executive producer's contract is not renewed—

Mr. LEITERMAN: Mr. Watson's.

Mr. PETERS: —is there a level at which the CBC maintains a certain number of people, who do not have negotiated contracts but receive a stipend of some kind.

Mr. LEITERMAN: There is no real practice of that kind. The case of Mr. McLean has been mentioned, and he gets the odd show.

Mr. PETERS: But there is no annual stipend?

Mr. LEITERMAN: No.

Mr. MATHER: This question is directed to you, Mr. Chairman. At the commencement of this meeting this afternoon—

The CHAIRMAN: If I may interrupt, Mr. Mather, I believe Mr. Brand had a single question, and I would like him to put it at this time before going to another matter.

Mr. BRAND: I think you have answered one part of my question about trouble in other departments in your answer to Mr. Langlois.

Mr. LEITERMAN: Yes.

Mr. BRAND: I have one question regarding this closed circuit broadcast last night by the president in which he referred to unethical practices which, I presume, referred to some of the programming which appeared on "Seven Days". Would these unethical practices referred to, having been program material which has been aired, have gone through the full managerial consultation line, through Mr. Haggan and all the rest of the strata and agreed to at the level of Mr. Haggan and yourself right up through to management prior to it being aired?

Mr. LEITERMAN: There have been six cases, none of which have been discussed here and the answer is different in each one.

Mr. BRAND: What are they?

Mr. LEITERMAN: Well, management refers to the case of what is described as frequent departures from established program policy, one which would be the Carole Doda question, and there has been a great deal of discussion within the department on these things. I think this answer will have to be unnecessarily a little longer than you have been seeking but interrupt me if I am giving you more than you want. The Carole Doda thing was based on a phenomenon which was sweeping California, where you could hardly go into an expensive restaurant without being served by a female who was wearing nothing on the top. This was reported by many magazines and there was a good piece on it in the New York *Herald-Tribune* by Tom Wolfe. This led to our thinking that this should require some exposure, and we tried to do so. We exposed the pitiful emptiness of this woman's life and a kind of morally and physically sick person, and this came across to many people.

Mr. FAIRWEATHER: This was a sad thing.

Mr. LEITERMAN: I have two daughters, one seventeen and the other fourteen, who watched the program, and this was the point that they got. The actual exposure of the silicone bosom was very brief. I think it was discreet



enough, although this is a matter of taste and discussion. But, the feeling I got was that this had been a useful thing. We do not need to go into the sketch on the Pope because we talked about it before.

The other four matters are in the area of collection of information and the president said to the employees yesterday that they do not agree with the present methods of collecting information. He mentioned if the price of a scoop is for a CBC person to pretend he is someone else than a CBC person then in the long run this will destroy the Corporation, and we must not use illegal methods, but stay within the law. There have been four cases since brought up in this connection in the two years we discussed and I will touch on each of them so that you will know what he is talking about.

The first was the case of Fred Fawcett the man who was in the asylum at Penetang. It was suggested in many places that he should not have been incarcerated; that he was sane or had become a sane man. We already had been interested and, in the end, it seemed to us that the only way we could find out about Mr. Fawcett's condition was to interview him in the institution. We made preparations and sent a camera crew of three men with his sister, who visited him regularly. She was often accompanied by relatives, and the three men who accompanied her on this occasion were apparently taken by the guard at the gate to be such relatives. They were taken in and they made a film inside, which was seen on "Seven Days", in which Mr. Fawcett was interviewed. We have been told that this may have contributed in some measure to his eventual release. Certainly, on the film he seemed to be a sane, intelligent and thoughtful man after the years he spent in that institution. Well, this was a matter of great concern to Bill Hogg, the supervisor, to Mr. Haggan, Mr. Gauntlett, and to the others concerned. There was a great deal of discussion about the ethics of our cameramen not having identified themselves at the gate as CBC cameramen and the fact that their cameras were carried in, in picnic baskets. It was felt that this was a highly unethical thing to do. I have to say to this Committee that this is a matter of much discussion within the industry. I can see the point of view on either side. We felt that the particular circumstances justified what can only be described as a subterfuge. Management felt there was no possible excuse for us having done that, and the film in the end, although it was permitted to be aired, was only aired after Mr. Hogg himself telephoned the head of the institution and asked his permission to air it. There is a genuine difference of opinion here. I am myself very much aware that this is a borderline area and that it would be very dangerous and wrong if this kind of practice were employed in very many cases. But it does seem to me that in certain cases, which are carefully discussed with the supervisors, it may be permissible.

● (5:20 p.m.)

The other three had to do with the president of the General Steel Wares. We were doing a documentary on the closing of the General Steel Wares plant in Toronto. The cameramen set up their camera on the sidewalk in front of the G.S.W. president's home and asked him questions and took pictures because they could not do it on the sidewalk in front of the office since he went down an



elevator into a chauffeur-driven car. Management felt this was wrong, although I understand the president of G.S.W. did not have any strong objections to what was done. He did talk to the cameramen.

The third case was Mr. Sévigny. In this case it was well known in Ottawa that Mr. Sévigny had been one of the people involved in the Munsinger case. In common with the other reporters, we sent a camera crew to Mr. Sévigny's home in Montreal. We knew he had already been questioned by *Time* magazine and several newspapers. We sent the crew to knock on the door, which they did. The intention here was for the camera to act as the reporter. This is a new field, one of the things that I have tried to describe, the fact that the camera, which used to be what Fred Friendly in CBS described as a two-ton pencil—because the equipment weighs two tons—has now become a 30-pound pencil because it is still the television reporter's tool. I often tell our staff that it is no good for them to come back and say "Mr. Sévigny says that he has no comment", that we have to have on film anything that is said. Whether we use it or not is another question which is subject to all kinds of supervisory checks, as we know. However, it was my opinion they should ask the questions with the cameras rolling. This they did.

I do not want to go into a great deal of detail here, but Mr. Sévigny took strong objection to this, and in fact the reporter was hit over the head a few times with a cane. The film of this was seen by the supervisors and by Mr. Hogg. Mr. Hogg felt, I believe, that it had been improper for us to ask these questions with the camera present. There was some suggestion that private property had been violated because the camera crew went up the sidewalk to the house, the same as any reporter would do. There is not, in fact, any law on this, but perhaps there will be before long. I am giving you all the things that have given management rise to discuss ethics so that you can understand the differences of view.

The fourth matter which is brought up is a Document program on youth, not a "Seven Days" show. There have been very lurid tales going around about the kind of filming that was done; that this was making dirty pictures and that the filming of the sexual act was done, and so on. None of these are true. I can describe in whatever detail you wish what filming was actually done. It had to do with the young people, the motorcycle crowd, their exuberance, and the kind of activities in which they engaged, but there was nothing regarding the sexual act. I mention this because management also felt in this case that it should not have been done. I do not think management understands or has taken the trouble to understand what the *cinema verite* technique has evolved and how this kind of journalism is conducted. We have tried to tell them from time to time, when complaints have been made. I am also aware that this is an enormously sensitive and delicate area, that responsible people must conduct themselves responsibly at the program level. I think and believe we do so. I am not sure that management shares that view at this time.

Mr. BRAND: The only point I wanted to make, and the point of the question, was as follows: Has anything that was aired been cleared and O.K.'d by the regular supervisory level apart from being shown on "Seven Days"?

Mr. LEITERMAN: Yes, everything that has been aired was cleared by the regular supervisory level.

Mr. BRAND: I might say, Mr. Chairman, that perhaps in the tradition of "Seven Days" we should check this room for picnic baskets.

Mr. LEITERMAN: May I comment on this by saying that that is the key question, because the process of journalism is that you go out and take down with a pencil what has happened, and that the check is in the editing process. It is what goes on the air that is crucial. To say that the camera cannot roll is to say that the print reporter should close his eyes and not look at something that he has been sent out to report on. Management does not share this view.

The CHAIRMAN: My supplementary question goes back to something that you said in the beginning of today's hearing, I think, in response to a question from Mr. MacDonald. If I am quoting you correctly, you said that no matter who produces it now, no matter who is in management, there will be the same difficulties in producing "Seven Days".

Mr. LEITERMAN: Not the same, there will be difficulties.

Mr. SHERMAN: Up until this point in the hearings—certainly through yesterday afternoon—I had the impression that you took a very optimistic and hopeful view about the fate of "Seven Days".

Mr. LEITERMAN: I do not think difficulties should stand in the way of programming.

Mr. SHERMAN: Does this reflect a serious rebuff to your hopes or a serious experience of disenchantment overnight as a result of anything that has come down from the CBC management or anything that you know is perhaps pertinent to our discussions here?

Mr. LEITERMAN: I must tell you that the statements of the president seem to grow harder day by day, he seems less flexible and less willing to open the door to anything. I am referring to his speech yesterday to the CBC employees, his speech to the public affairs department, after he received approval from the board of directors. There seems to be a very inflexible line.

Mr. SHERMAN: This is what I am getting at. I do not think he would have made that statement two or three days ago.

Mr. LEITERMAN: I would certainly not have made it with the same force and concern.

Mr. LEWIS: I have two very short supplementary questions to some questions put by Mr. Basford. I did not want to interrupt Mr. Basford. You told us about objections to Mr. Watson's change of role. Were there any objections to him as host from the point of view of his qualifications?

Mr. LEITERMAN: None whatsoever.

Mr. LEWIS: Were there any objections on the basis of what you told us that he should be both producer and host, but nobody questioned his qualifications to be host?

Mr. LEITERMAN: No.

Mr. LEWIS: Were there at that time any discussions about LaPierre?

Mr. LEITERMAN: No discussions whatsoever. I never had any notion that management was unhappy with LaPierre, and his contract was renewed without any hitch. He has been two years with "Inquiry" and then in "Seven Days".

Mr. LEWIS: There was no suggestion at the time of the renewal that there was any question about his suitability?

Mr. LEITERMAN: No suggestion until his speech in Winnipeg.

Mr. LEWIS: When was that?

Mr. LEITERMAN: In November.

Mr. JOHNSTON: I have some supplementary questions on the brief. I am genuinely confused about a November 18 edict which you did not pass on because of the demoralizing effect it would have. This means you did not pass it on to Messrs. Watson and LaPierre?

Mr. LEITERMAN: Not to Mr. LaPierre at all. It was thoroughly discussed with Mr. Watson in the editorial board meeting I mentioned.

Mr. JOHNSTON: You do not have the feeling that if you had passed this on to Mr. LaPierre that this situation which involves him personally might have been prevented?

Mr. LEITERMAN: No, sir. You see, the relations between a producer and a host are of such a kind that the producer must keep control of the host in the sense that it is not proper and would not function if the host was made totally aware of all the concerns that the producer has. The host must appear before the cameras and be content and smiling. We take special precautions not to disturb him on Sundays. We try to make sure that he gets a good rest, and so on.

Mr. JOHNSTON: I have another question. Yesterday I asked about "Seven Days" serving as a dry-run for "Document". You answered completely in the negative, and yet today you had a question from Mr. Fairweather which he rephrased a little more generally asking you whether "Seven Days" was not preparatory for "Document". This time you agreed with him.

Mr. LEITERMAN: I meant, in response to your question, that it was never a specific dry-run for a specific program, but "Seven Days" does prepare the ground in the viewer's mind; it prepares the viewers to accept documentary material of much greater weight.

Mr. JOHNSTON: You used the word "enriched". I was wondering whether you felt at any time the expression "softened up the viewers" could also be used.

Mr. LEITERMAN: I would not agree with that.

Mr. MATHER: Mr. Chairman, my question is to yourself, sir.

Mr. LANGLOIS (*Mégantic*): I have just one question to ask Mr. Leiterman before Mr. Mather puts his to you, Mr. Chairman. Would you mind?

Mr. MATHER: It is agreeable to me.



Mr. LANGLOIS (*Mégantic*): I have one question to ask of Mr. Leiterman. Has he had any suggestions, and I will specify here, from Mr. LaPierre, to put on a program concerning bankruptcies?

Mr. LEITERMAN: We have certainly been working on the question of bankruptcy for a long time. We have never been able to get one prepared with which I was satisfied. We have never had enough information collected on this subject. This has been a subject of investigation by us, and we have never made it yet. I hope we will. I do not recall whether Mr. LaPierre ever suggested such a program, but I can tell you that he does make suggestions from time to time and I pass them on.

Mr. LANGLOIS (*Mégantic*): I have another supplementary question to put to you.

The CHAIRMAN: You have had your question, Mr. Langlois. However, I will allow you one and a half.

Mr. LANGLOIS (*Mégantic*): I have a letter here from Mr. LaPierre dated April 18, 1966, saying that he had submitted a memorandum in regard to that matter and no decision was taken on it as yet. I wonder to whom he had given that memorandum.

Mr. LEITERMAN: Probably to me.

Mr. LANGLOIS (*Mégantic*): And you did not take a decision on it?

Mr. LEITERMAN: I am afraid there is a big stack of program ideas on my desk. They will eventually be dealt with.

Mr. PETERS: This is just like our mail.

Mr. MATHER: I simply want to ask you this, sir. When we started our session this afternoon you announced that we had received a reply from the producers' association favourable to our request; that they would take advantage of the Prime Minister's offer of his good offices of conciliating this dispute and that they accept it on a certain proviso that management would do something else. My question is: Have you as yet received any response from the management on the same question?

The CHAIRMAN: Not yet.

Mr. MATHER: In that event I would like, if I may, to leave the idea with the steering committee that, in fairness to the producers and the management, the Committee inform the management of the CBC of what the producers have told us.

Mr. LANGLOIS (*Mégantic*): It would be wise to add that we would like to know what they have to tell us.

Mr. MACDONALD (*Prince*): The Prime Minister said in the House this afternoon that should he not hear from management by supper time he will be in touch with them on this same question.

Mr. MATHER: I think we should follow this up.

Mr. BASFORD: Management has a reply under active consideration.



Mr. RICHARD: I have not asked many questions but I would like to ask one now for my own information. If you had not received that directive or that letter in April would you have kept on producing "Seven Days" next fall?

Mr. LEITERMAN: Which directive?

Mr. RICHARD: That you were to fire Mr. LaPierre and Mr. Watson.

Mr. LEITERMAN: Yes.

Mr. RICHARD: You just told us that after November you were being choked every now and then and that you decided to live with it, but in spite of that you produced a program which has been satisfactory as far as you are concerned. Now you tell me you would be willing to go on next fall under the same conditions?

Mr. LEITERMAN: I would have to add that there were many instructions which came down to me which indicated that management had an entirely different program in mind. When you asked me the question, I thought you meant "Seven Days" as we now have it.

Mr. RICHARD: As you now have it. That is what I mean.

Mr. LEITERMAN: You are really referring to after the capitulation as I described it. You are asking me whether I would carry on after we stopped talking to management and never disputed anything? There would be a very short time limit to my and my producers willingness to carry on under those conditions, but we have always hoped that some kind of change would be brought about by Mr. Haggan and the department.

Mr. RICHARD: But you have been carrying on in that way and apparently you were willing to renew the contract in that form next fall if nothing had happened in this last month?

Mr. LEITERMAN: It is a difficult thing to do. During the season we are very busy, but in the summer I had hoped to have a chance to rethink my own mind what I considered to be the dishonour and the absence of integrity in the arrangements which we now have, and to make a personal decision on whether I would stay with the show.

Mr. RICHARD: But you never expressed that at any time, the feeling that you were going to think it over during the summer?

Mr. LEITERMAN: I had never been asked.

Mr. RICHARD: If you had that feeling, you never expressed it to anyone. Is that right?

Mr. LEITERMAN: Yes.

Mr. RICHARD: To whom?

Mr. LEITERMAN: To my colleagues.

Mr. RICHARD: But not to management?

Mr. LEITERMAN: I have not been asked.

Mr. RICHARD: I will make another remark to you. You are a good producer, as far as I am concerned. Even my little girl spoke to me about your program. I asked her if she looked at it and she told me yes. She told me she looked at it for one reason, because she finds out things in that program which she cannot find in the newspaper. That reinforces your right to be on the air. As a good producer and as one who wants to make a career in it do you not think you are in a position at this time where you have developed "Seven Days" to a point where another producer could take it over and that you could produce another program which would, in some years from now, replace "Seven Days"?

Mr. LEITERMAN: "Seven Days" is an enormously exhausting business. It has been my hope and intention from the beginning that after one or two years it would be in such shape that I could pull out of it and go back to making films, which is my real interest.

Mr. RICHARD: And perhaps, as in the moving pictures or other media, the actors could also change?

Mr. LEITERMAN: Of course, this is always possible.

Mr. BRAND: Could I thank Mr. Leiterman for the time he has given to the committee?

Mr. LEITERMAN: May I thank the members of this committee for hearing me, and may I say that I have been deeply impressed with the genuine interest, thoroughness and fairness of all the members.

Mr. STANBURY: Before Mr. Leiterman goes, since he may be the last member of the producers' association who visits us, I wonder if he might help us to obtain the undertaking which management gave to the producers' association in 1965? We have heard about it but we have not seen it as yet.

Mr. LEITERMAN: I will undertake to try to see that it is found. I do not understand why it has not been produced here.

Mr. LEWIS: Somebody said it was in the minutes of the producers' association meeting.

Mr. BRAND: Can I say that when you gave me an answer to my last question regarding these adventurous programs, including the Carol Doda affair, I should have said, facetiously perhaps, that this would be more or less an attempt on the part of "Seven Days" to keep abreast of major developments.

Mr. LEWIS: I am glad we did not abolish capital punishment!

● (5:40 p.m.)

The CHAIRMAN: It is now twenty to six. Does the committee wish to go on to the next witness for the next fifteen minutes? Does the committee wish to adjourn until eight tonight?

Mr. LEWIS: Who is the next witness, Mr. Gauntlett or Mr. Haggan?

The CHAIRMAN: Mr. Gauntlett.

Mr. PETERS: Mr. Chairman, I wonder if the Committee would give any consideration to the idea of hearing management now, particularly in view of

their reluctance on the request which the Committee made. There may be some merit in switching to the management side so that we could review their position.

I know that there are follow-up questions of members on this side, but the Committee might give some consideration to hearing Mr. Walker who would be able to give the other side, and we might arrive at some method of reaching a solution to this problem.

The CHAIRMAN: Can the Chair have remarks from other members on this?

Mr. PRITIE: There are a number of people who have been waiting here for some time, such as Mr. Haggan. I think we should have to hear from him before we go to management. We want to hear management, but I think we should have the witnesses who have been here for some time.

Mr. FAIRWEATHER: I would think that members might like to wait until we got a reply to the telegram that we sent.

Mr. BASFORD: Mr. Chairman, I think there is some merit in what Mr. Peters suggests, because the Committee is coming under some criticism, I think, for having at this point having heard only one point of view. This is perfectly understandable, because we have had only one point of view.

We started out with what we thought were some people who had some grievance about the non-renewal of their contracts in "Seven Days", and then we approved an additional list of witnesses, which has resulted in our having to hear from the producers and the supervisors and the top management.

I think the Committee is coming under some criticism because of this and, as I say, I see merit in what Mr. Peters has said.

I would think that we should take a very careful look at the list that we have already approved to see whether there should, perhaps, be some changes made in it.

Mr. Prud'homme?

Mr. PRUD'HOMME: I also want to mention some remarks I have heard that we have, in naming the people that we wanted to hear from the French network, selected the wrong people.

I would like to suggest that the committee not meet tonight, but that the steering Committee meet instead so that we can deal with this issue.

The CHAIRMAN: What do you mean, choosing the wrong people?

Mr. PRUD'HOMME: There were some remarks that in trying to get people from the French network we have taken the wrong people.

Mr. MATHER: That is a good idea.

The CHAIRMAN: Is it being moved that the Steering Committee sit tonight and that this Committee does not sit?

Mr. PRUD'HOMME: I put it forward as a suggestion.

Mr. MATHER: I will so move, that the Steering Committee sit tonight.

The CHAIRMAN: Is that seconded?



Mr. FAIRWEATHER: I thought the philosophy behind the method we were using was to go up the chain and eventually reach the heights, and it would interrupt this if we do not hear Mr. Haggan.

The CHAIRMAN: This, as a matter of fact, was the philosophy of the Steering Committee's recommendation.

Of course, the Committee is free to reverse its own decision on that point.

Mr. STAFFORD: I will second the motion.

The CHAIRMAN: We now have a motion, moved by Mr. Mather, seconded by Mr. Stafford, that this Committee does not meet tonight and that the Steering Committee meets tonight, to come back to the main Committee with a recommendation for a different order for our examining the witnesses and which would provide for management to appear before the Committee at an earlier date than has been set in the list that the Committee had approved.

Mr. BASFORD: I would prefer if the motion at this point was just to the effect that the Steering Committee meet to reconsider the list of witnesses, and that it be without the addition which you have just made.

The CHAIRMAN: This was not a written motion and I wanted to see whether I understood it correctly.

Mr. BASFORD: The Steering Committee is sitting to reconsider the list of speakers.

The CHAIRMAN: Yes; that the Steering Committee meet tonight to consider the list of witnesses and any other matters.

Mr. PRITTIE: This would have to be considered in the context of the situation in which I believe the Steering Committee were to meet tomorrow. Was that not suggested?

The CHAIRMAN: It is considered by the Steering Committee that it might be difficult to have a meeting tomorrow, for reasons that have nothing to do with the matter under consideration, or with the witnesses, but because of a question about the availability of the members of the Committee.

Mr. LEWIS: We have not the right to sit while the House is sitting.

Mr. PRITTIE: This Committee has so much to do that it cannot afford to lose any time which is available tonight.

I have in my office as much work to do as anyone else—

The CHAIRMAN: Are you speaking to the motion?

Mr. PRITTIE: I am speaking against the motion.

Mr. SHERMAN: Why could the Steering Committee not meet now? There are still fifteen minutes. We could terminate this portion of the hearing and hold a regular meeting tonight at eight o'clock on the basis of the order which the Steering Committee recommends.

The CHAIRMAN: This might be difficult because if the Steering Committee decided that witnesses from management should be brought before the Com-



mittee, it is far from sure that we could ensure their presence here at eight o'clock, because it is now nearly six o'clock.

I just want to submit that fact to the Committee.

Mr. BRAND: May I speak to the motion? We have had quite a few hearings and the name of Mr. Haggan has come up very often. I do not see how we can go on to management without talking with Mr. Haggan first.

Mr. PRITTIE: I agree with that.

Some hon. MEMBERS: Hear, hear.

Mr. MATHER: I think we should consider the motion which has been put, that the Steering Committee meet tonight and that this Committee does not meet.

The CHAIRMAN: I am advised that the motion should be put in the form of two parts. First of all, we should decide whether the Steering Committee meets tonight.

Mr. LANGLOIS (*Mégantic*): You do not need a motion for that.

The CHAIRMAN: Is it agreed that the Steering Committee meets tonight?

Mr. MATHER: Agreed.

Mr. LEWIS: May I move an amendment—not after midnight!

Some hon. MEMBERS: Agreed.

The CHAIRMAN: The second part of the motion is that the main Committee do not meet? Is that agreed?

Mr. PRITTIE: No.

Some hon. MEMBERS: No, no.

The CHAIRMAN: The first part of the motion, namely, that the Steering Committee meet tonight, has been agreed.

The second part of the motion is whether the main Committee shall meet tonight.

Can we have a show of hands on this part of the motion, that the main Committee meet tonight?

Motion carried.

An hon. MEMBER: Are we going to have a quorum? You will remember what happened the other night.

The CHAIRMAN: If there are not going to be enough Committee members here, then this discussion is academic, I assume. You will remember that we waited the other night—

Mr. LANGLOIS (*Mégantic*): I think if you have Mr. Haggan on tonight you might have a quorum.

The CHAIRMAN: The Committee has indicated that it wants to meet at eight o'clock tonight.

## EVENING SITTING

● (8:35 p.m.)  
(English)

The CHAIRMAN: I want to submit to the Committee the fourth report of the subcommittee on Agenda and Procedures which met following the last sitting.

Your subcommittee recommends:

- (1) that the Main Committee hear Mr. Reeves Haggan at eight p.m.
- (2) that the Main Committee seek permission to sit while the House is sitting, such authority to have effect from Monday, May 2, to Thursday, May 5, inclusive.

Agreed.

Mr. Haggan, will you come forward? Mr. Sherman?

Mr. SHERMAN: Mr. Haggan, in the early stages of our hearing there was considerable reference to a memorandum, or communication, which came down from you to Patrick Watson and Mr. Leiterman and others, outlining your position with respect to the crisis with which we are confronted.

I wonder if we could have that document tabled?

Mr. Reeves HAGGAN (*General Supervisor of Public Affairs, Toronto*): Yes, I am prepared to table the document.

I would like to say one or two things about it.

The first one is that it is in the nature of a memorandum, or a note, through the President of the Corporation, drawing attention to matters that had been of concern to me, as General Supervisor of Public Affairs and to the department of which I am head.

This is important only because it is in the nature of an internal document directed to its purpose and not directed to the public or to the Committee. This is, perhaps, particularly important because it does not claim to be a full rehearsal of all the relative material surrounding the general question with which it deals.

But so long as this is understood by the Committee, in view of the great interest in the document—which may turn out to be misplaced—and in view of the fact that it was widely discussed by well over 100 people on public affairs and, inevitably, had some press attention, I am prepared to table the document.

Mr. SHERMAN: Well, the Committee would be grateful if it were made available. If you feel that the question should be referred first to your superiors in the CBC I know we would acquiesce in that request.

Mr. HAGGAN: I would not expect my superiors to raise any objection.

Mr. SHERMAN: Could you describe where you stand in relation to Mr. Leiterman in the CBC chain of command—

Mr. LEWIS: Could I make a suggestion here? Could Mr. Sherman ask Mr. Haggan to tell us his background with the CBC before he goes into his questioning? I would like to know where Mr. Haggan sprang from and what his background is.

Mr. SHERMAN: As suggested by Mr. Lewis, would you begin, Mr. Haggan, by telling us from where you sprang?

Mr. HAGGAN: Well, how far back do you want me to go? I joined the CBC in 1958 as a program organizer in charge of business and labour programs in the public affairs department.

In 1961, I think, or in late 1960, Patrick Watson and I devised and worked on the program called "Inquiry" which was to come from Ottawa.

Very early in 1961 I moved to Ottawa as Supervisor of Public Affairs in Ottawa.

In 1963 when the then supervisor, Bernard Trotter, resigned to go to Queens University, I was appointed General Supervisor of Public Affairs.

Mr. SHERMAN: Will you tell us where you stand in relation to Mr. Leiterman in the CBC chain of command?

Mr. HAGGAN: Mr. Leiterman is Executive Producer in my department, and as head of the department I am responsible to my superiors for everything Mr. Leiterman does.

Mr. SHERMAN: Would you act, then, in the capacity of a buffer between Mr. Leiterman and top management?

Mr. HAGGAN: I think both as a buffer and as a channel.

Mr. SHERMAN: Would you tell the committee, Mr. Haggan, why, in your opinion, Mr. Watson and Mr. Leiterman are being severed from, or removed from, "Seven Days"?

Mr. HAGGAN: Why, in my opinion, they are?

Mr. SHERMAN: Yes.

Mr. HAGGAN: It is difficult to say, because I think an unfortunate aspect of this matter is that a number of different reasons have been given by different people at different times.

I can tell you that at what I might describe as the crucial meeting, so far as I am concerned, at the Head Office, with Mr. Walker, the Vice President and General Manager of the English networks, which was attended by Mr. Hogg, the grounds in the case of Mr. Watson—

Mr. LEWIS: When?

Mr. HAGGAN: On April 5. In the case of Mr. Watson the grounds were that he was disloyal to the CBC, and this was explained as being the same as being disloyal to management; that he had a chip on his shoulder continually; that he complained publicly about the CBC; and that it was difficult for the General Manager to understand how he could be happy with the CBC considering his state of mind; and that it was the senior management view that he had been largely responsible for the tone of the submission made by the public affairs department to the Fowler Committee. There were other matters raised which, I think, I misunderstood at the time and which, perhaps, have been misunderstood since. There was the question of Mr. Watson's attitude to Canada. This



arose because it was very well known to Mr. Walker that Mark Thibault, who is my opposite number on the French network, and I had proposed to the management the development of a new program to be seen on both networks, and, drawing upon the experience of "Seven Days" on the English network and "Aujourd'hui" and "La Salle de la Terre", to present a program made by a joint unit, and taking advantage of what we have learned about communicating important ideas to the public, to complete an experimental program—but a large experimental program—in a joint operation between the English and French networks in public affairs. This was known to him. It was no secret in the CBC. that Patrick Watson had played a large part in the development of this program, but that he was not very interested in some role in the production of it.

Therefore, Mr. Walker explained to me that in view of the question on his loyalty to the Corporation and his supposed activities with regard to the Fowler Committee, in fact, his contract would not be renewed at the end of the program. His contract, of course, you will understand, is primarily and basically as Executive Producer of "Document", and this was the contract to which Mr. Walker was referring.

He went on to say that he hoped very much that Mr. Watson would continue a loose association with the Corporation, which might enable him to produce two documentaries per year—"one or two" was the phrase used.

However, in view of this project, this bilingual project, or bicultural project, perhaps, he said that he would like to meet with Mr. Watson, that he had a high regard for him professionally as a television producer; that he wanted to find out whether the attitude of Mr. Watson was as bad as he thought it was; that he wanted to have a man-to-man chat to get to know him as a human being; and to satisfy himself on Mr. Watson's attitude to his country so that he could then be in a position to tell me whether or not he would approve a recommendation that Mr. Watson be made executive producer of our new bicultural project.

That is the full and most conscientious report I can give you of the reasons given to me originally for the separation of Mr. Watson.

Mr. SHERMAN: On the understanding that, as you know, you are under no obligation to answer the question, I would like to know whether you subscribed to the views of top management with regard to Mr. Watson's loyalty and with regard to his conduct as a producer, in the ambit of CBC operations.

● (8:45 p.m.)

Mr. HAGGAN: Well, first of all, let me say that loyalty to management is not a matter of any interest to me whatsoever. I think the employees have confidence in management or they do not. Loyalty, to me, seems a totally misplaced word. It has been my experience not only in the CBC but in other institutions with which I have worked that a demand for loyalty is usually an admission that confidence does not exist.

Mr. SHERMAN: Were you surprised there was this feeling and anxiety about Mr. Watson at the top management level?

Mr. HAGGAN: Oh, no.



Mr. SHERMAN: In your view, Mr. Haggan, was this the prime cause of the current crisis; in other words, was Mr. Watson essentially to blame for the "Seven Days" crisis of the past two or three weeks?

Mr. HAGGAN: No.

Mr. SHERMAN: What was the prime cause?

Mr. HAGGAN: Well, you would have to realize that in the CBC and, I think, in any institutions that depend on creative people, climate is the most important thing there is. Now, the climate in the CBC for the eight years I have worked for it never has been terribly good; it now is much worse than it ever has been. And, the producers in public affairs in Toronto and in Ottawa—I go no farther because I want to stay within what I know; I could go further in a matter of opinion—have been extremely tense and anxious for some time.

Now, I knew on April 6, after Mr. Walker had talked to Mr. Watson—and I know this because Mr. Watson called me after the meeting and told me what Mr. Walker said to him, and I am sure you have had a report from Mr. Watson on this—that I could tell them fairly well what would happen. I am not a prophet and I could not foresee myself ending up here in this chair. But, I could see, in a sense, a major explosion inevitably damaging to the CBC was going to take place. I knew at that time and, indeed, as soon as Mr. Watson put down the phone I called Mr. Hogg and told him that it was clear to me exactly what would come about. But, you have to remember that it came about in a climate, and the Committee should not be led into a mistake by thinking that the actual words spoken by the general manager to Mr. Watson is the only key to this trouble because they are not. The trouble is in the climate, the tenseness and the nervousness of the production group and this, if you like, is like dropping a match into a can of gasoline; it is not the dropping of the match, just that you drop it next to the can of gasoline.

Mr. SHERMAN: You said a moment ago you were not surprised at the attitude toward Mr. Watson that was expressed this spring by the CBC management either directly or indirectly. Can I ask you whether you had a feeling the first time you met Mr. Watson or the first time you were exposed to him as a creative personality that sooner or later a similar explosion was going to occur?

Mr. HAGGAN: Certainly not.

Mr. SHERMAN: Are you optimistic or pessimistic about the current crisis, sir?

Mr. HAGGAN: I believe that the CBC is one of the most important institutions in the country. I think it will survive this crisis; I think it must survive it, and I think that if everyone will behave with the common sense that God has given them, it will.

Mr. SHERMAN: I assume by this you feel that management's responsibility to behave is as important as the responsibility of the production group?

Mr. HAGGAN: I have made it clear to my superiors before now, that I expect management to behave with more wisdom and restraint than I expect of the producers.

Mr. SHERMAN: Mr. Ouimet gave the impression on television a few nights ago that the Watson-Leiterman combination—he did not say it was a neurotic one—was an electric, neurotic, unfortunate and a difficult one for the CBC. Did you have that impression in your capacity of overseeing the two working?

Mr. HAGGAN: I will tell you this: Neither Mr. Watson nor Mr. Leiterman is an employee to have on one's staff; they are both extremely difficult and, frankly—you have met them; you know them—they are tiresome to deal with. At the same time, they are both tremendously talented. When they are together, as they were in the 1964-65 program year, one occasionally gets the impression that one's problems are multiplied by rather more than two. But, at the same time, remember, he knew that perfectly well when we agreed and encouraged them to do this program; and we also knew that the interaction between the two particular talents was necessary to the building and development of "Seven Days". We went into it with our eyes open and I do not think that the problems arising from the combination of Mr. Watson and Mr. Leiterman were, in the end, of that importance, and it certainly had no definitive effect on the course of events since.

Mr. SHERMAN: If this electric inter-action was valuable at the onset of "Seven Days" is it no longer valuable to "Seven Days", and can "Seven Days" be done just as well without these personalities?

Mr. HAGGAN: I have had experience as supervisor both in Ottawa and Toronto, as general supervisor, and my experience has proven that the handing of programs from one producer to another is not good. If we were to have any one of the talent of these two producers in this particular field—I am not sure we have, but suppose we have—and if "Seven Days" were to be handed to him or to them you would probably get a very good program. It would not be the same but this is not in any way bad in itself except that "Seven Days" is far from being worn out, and no one knows the life of a program. An example of this is the Ed Sullivan show. On the other hand, we have observed that programs do age and die like trees, men and so forth. But, this program certainly is good for a number of years to come, and I think it would be a very serious matter if the program were to be lost on the very thin ground that we could probably do something just about as good in some other way.

Mr. SHERMAN: In my view and, of course, in the view of a great many others, one of the great strengths of the "Seven Days" program was the use of Mr. LaPierre, not because of his performance or capabilities as a journalist but because he, in his own charming way, brought into English speaking households across Canada every Sunday evening a confrontation with the other half of the country and the other half of our society, which was very valuable. Would "Seven Days" without Mr. LaPierre still experiment and function on that level of Canadian society. Would you still use a French speaking French Canadian co-host?

Mr. HAGGAN: There were many important advantages or there are in the fact that Mr. LaPierre is French Canadian. However, he was not chosen on this basis. If we were faced, as it appears we are, with the choice of a replacement we would see the same advantages in having a person of French Canadian

extraction but we would not regard this as a ruling question. It has occurred to me, you see, that there is more than one side to a thing like this. It is a pretty solemn thought, I think, for many people that Mr. LaPierre is perhaps the one French Canadian that some millions of Canadians think they know. They do not really know him, of course, but you know the audience identifies strongly with popular personalities, and I think for millions of Canadians he is the one French Canadian they think they know. It is probably a more solemn thought for the French Canadians, not that he is not, so far as I know, a suitable representative, but it is unfortunate that one man should be in this position.

The CHAIRMAN: Well, if I may interrupt you, I would like to know what the Committee thinks of what I have to say. We are on a new witness and there has been some talk of limiting the question period. Mr. Sherman now has been going 20 minutes and I would like to know if that is the length of time which, in your opinion, should be given to each member for questioning.

Some hon. MEMBERS: Agreed.

The CHAIRMAN: Of course, you can come back on another occasion.

Some hon. MEMBERS: Agreed.

Mr. SHERMAN: Mr. Chairman, I was going to say that I realize there are a great many others who would like an opportunity to question the witness tonight. I am going to ask one more question and then concede the floor.

Mr. Haggan, when did you first become aware that Mr. Watson's head and/or Mr. LaPierre's head was or were on the chopping block?

Mr. HAGGAN: I really can honestly believe it was in January, very early in the year, at a meeting I had with my immediate supervisor, Mr. Hogg.

Mr. STANBURY: Mr. Haggan, you said you saw the CBC as a very important institution, and I think most of us would agree that your department must be one part, if not the most important part, of that institution. Your position, I think, is general supervisor of public affairs?

Mr. HAGGAN: That is correct.

Mr. STANBURY: Could you just tell us briefly how you conceive the role of his office?

Mr. HAGGAN: The general supervisor of public affairs is entrusted by the management of the CBC with all programming in public affairs on the network. This means he must with the funds and personnel available to him, and particularly with the air time which he is given on radio and television, see to it that the best possible mixture of public affairs programming is presented to the audience. He must also—and I probably will come back to this several times at the risk of boring you—create the climate of confidence in which people with various talents, some more gifted than others, can do their best work and make their best contribution to the work of the Corporation and to the fulfillment of the Corporation's mandate. He must also act as the channel through which policy once decided upon comes from the management as well as such advice and guidance which may come from management on occasion. He must also see



to it that the lively ferment which takes place and is vital in public affairs goes up to management; just as the public affairs department is charged with leadership in programming and in the development of programming in public affairs so it is charged with the defining and development of Corporation programming and policy in public affairs. Most policy developments in public affairs come from the department, through the proper channels, to the management where they are tested against management's experience and tested against developments in the French network public affairs department, and finally, sometimes formally and sometimes informally, embodied in the general program policy of the Corporation.

● (9:00 p.m.)

Mr. STANBURY: What is your background for this job? You told us whence you sprang but I do not think that in doing so you indicated what your experience was which might qualify you for the job?

Mr. HAGGAN: If you want to know something about my background—

Mr. STANBURY: Have you a journalistic background, for instance, or what other type of background have you?

Mr. HAGGAN: Not a journalistic background. I have been a military engineer; I have been a staff officer; I am a member of the English bar; I worked for eight years at the heart of one of the largest corporations in Canada, The Imperial Tobacco Corporation, and from there I went to the CBC public affairs.

Mr. STANBURY: It is surprising that the public affairs of the CBC has operated so well, if you will pardon me. We have heard a lot about the importance of connection with journalism here and it is somewhat puzzling to find that a supervisor has no connection whatsoever with journalism. However, no doubt you feel you have satisfactorily carried out the functions that you outlined. Do you find in your experience that the lines of authority which you described have worked well in this job?

Mr. HAGGAN: There is nothing wrong with the lines of authority, nothing at all. I think that if the people want to make the system work, almost any system can be made to work—you can even make the parliamentary system work if you really want to. However, I think that the difficulty that the program departments face, and particularly the public affairs department, is that once you get above what we call the network level, the level of the working program in broadcasting, you find yourself dealing with a group of people who really have. I am afraid I must say, in my experience, little understanding of programming.

Let me make one thing very clear. If I make statements which are criticisms of the senior management of the Corporation—which I think, if I am to be honest with the Committee, I must do—then I want to make it quite clear I am talking about the programming functions of the Corporation. This is all I know about in that department. I realize that the Corporation has many other fronts on which it fights; it has the problem of distribution through a system of affiliates; it has the problem of trying to cover the country and of knowing where to put money.



when to put it into programming and when to put it into coverage. It has its sales objectives which it has to meet, and it has to go annually to Parliament, hat in hand, and ask for money. Therefore, the senior management of the CBC has a great many things to occupy its mind.

The one thing that is my concern is programming. I cannot speak of how well the other functions are carried out; I have no opinion and very little knowledge of it, but when it comes to programming, the trouble is that there is a total breakdown in the type of confidence that is essential to programming because it is totally impossible to carry on sensible conversations with the principal officers of the Corporation about programming. I have tried it for years and it is impossible.

Mr. STANBURY: Is it in your estimate a question of, once again, the background of these people, their personalities, or is it a question of policies that are laid down?

Mr. HAGGAN: The program policy of the Corporation is a very dynamic and changing thing, and, as has been pointed out to you by Doug Leiterman, in fact the mere experience of "Seven Days" has brought about developments in the program policies. I therefore do not think it is the policy. The background of the individuals concerned is not a subject on which I am an expert, but I know it is not in programming.

Mr. STANBURY: What is your view of the present set-up of the news and public affairs department, the department headed by Mr. Hogg, which is divided into two groups, news on the one hand and public affairs on the other? I gathered from what has been said that these are more or less watertight compartments within the department. Is this a satisfactory method of operation?

Mr. HAGGAN: I do not think that "watertight compartments" is the phrase I would have chosen—perhaps they leak too freely one into the other.

Mr. STANBURY: They do not seem to leak film from one to the other.

Mr. HAGGAN: There have been difficulties in this matter. I should say this, to be careful about it, that there are stresses between news and public affairs, and I think there always has been. They have been more severe in the last few years than they were previously, and I think this is brought about by a number of things, only one of which is the more vital and dynamic approach of the public affairs department in the last few years. Another one is the general climate of uncertainty and of distress, because I do not think it is any secret to people in this country who are concerned about the CBC that there are stresses within the news department as well as within the public affairs department.

Mr. STANBURY: I suppose, unlike the news department, your department deals with opinions? Would you care to give us your views or observations on opinion broadcasting generally?

Mr. HAGGAN: Well, perhaps there is something helpful in a comparison of the two departments. The news department is certainly one of the CBC's most distinguished departments, and it has a discipline. It is a simple discipline in one

sense and also, of course, complex in operation. However, the discipline is that the news occurred and it is reported or shown in the most modern way; we either see what happens or we are told it. When it comes to internal arguments within the Corporation—and the news department has its share—the news department can fall back on this discipline. When it comes to public affairs, the public affairs department is run on the judgment of its principal officers of whom I have the good or bad fortune to be one, and perhaps one of the first. The kind of argument that you hear from time to time is: "Why do you have to deal with so many difficult subjects? Why can you not talk about the greatness of Canada and Canadian achievements?" The trouble is you cannot say what the news can say—and maybe you will have the opportunity of discussing some of these things with Mr. Hogg, who knows more about it than I—you cannot say: "We did it because we had to". You say: "We did this program because, in our judgment, it is a program that had to be done at this time", and this is a matter of our judgment. The great check of our judgment, first of all, is the structural check of the management, and then there is, I suppose, the more profound and final check of the audience which accepts or rejects our programming and lets us know, in many different ways, what they think.

Mr. STANBURY: Do you agree with what I gather is the management's view that even public affairs programming must be impartial and present different points of view on major subjects such as capital punishment, auto safety, silicone bosoms, and things like that?

Mr. HAGGAN: Yes, we do. We do not for a moment claim that every program we have put on the air is balanced. We do not for a moment claim that every item on "Seven Days" is complete. If you try to do this, to begin with you would fail, and to go on you would bore everybody to tears because your program would become a terrific mess. But what we try to do is to present a multiplicity of views on many subjects, and we are very careful to identify who people are. In interviewing them in the style of interviews we use, in the questions asked, in the direction of the interview, we take into account who the man is, where he comes from and why he wants to say what he is saying; and of course the questions are supposed to be focused to ensure that the public, who cannot be as aware as the people who have studied the matter, is made aware of this man's particular position and his identity.

Mr. STANBURY: You do try to have a clear balance.

Mr. HAGGAN: Yes, although we do not claim always to succeed. If you will pardon me I might say one thing about the LaPierre question which has been raised, that he wears his heart on his sleeve and expresses his opinions too freely. LaPierre is a man who has opinions on every subject under the shining sun. He is, in my view, transparently honest. He gives his opinions immediately on whatever the subject may be. However, to begin with, he does not have a consistent line that he pushes on "Seven Days", and if he had, he would have been notified the minute we had noticed this.

Mr. STANBURY: Do you agree with what was expressed by Watson and LaPierre that the "Seven Days" program, and perhaps your public affairs broadcasting in general, should attempt to lead the public opinion?

Mr. HAGGAN: I would prefer some word such as "stimulate" or "arouse" or "interest". We do a lot of reflecting as well. I think sometimes producers tend to overestimate the power to lead or mould opinion; they are very often really reflecting opinion.

Mr. STANBURY: I think the point was made that the programming should not simply reflect opinion but be ahead of current opinion. Whether the word "lead" was used or not I am not sure.

Mr. MATHER: I do not think it was.

Mr. STANBURY: Perhaps the sense was that it should be ahead of current public opinion.

Mr. HAGGAN: I think it is true, but this is something that you could write a long paper about.

Mr. STANBURY: Have you had complaints from people who have been interviewed on the "Seven Days" program about a lack of balance in the final results of the program, perhaps arising out of the fact that their interview had been edited or cut to such an extent that it has been distorted?

Mr. HAGGAN: There was a case reasonably early in the history of the program when the then Minister of Justice, Mr. Favreau, was interviewed, and the interview was edited in accordance with the normal practice. There was a certain amount of brouhaha that resulted, but I think this was stimulated by others than the Minister himself and he was somewhat caught with it. I cannot remember any particular event of this kind. There is no doubt about it that the interviewing technique is one of the most powerful weapons we have, particularly the editing of interviewing. We are extremely cautious in how we set about it.

Mr. STANBURY: That is the only complaint of that kind that has been brought to your attention?

Mr. HAGGAN: I had one more drawn to my attention, the McGeorge Bundy interview. There were certainly complaints about that. I do not know if you remember it. The reason it was out of my mind is that I happened to be out of the country when it went on. It was one of the few fusses that I missed.

Mr. STANBURY: Could you tell us about that briefly?

Mr. HAGGAN: McGeorge Bundy was interviewed by Watson and Tom Koch, I think. The interview was edited, and the feeling was abroad that the edit had been less than perfect; in fact the United States embassy in Ottawa, I believe, released the full transcript of the interview. I think that after the newspapers poured over the whole transcript they did not really find very much in it. You are asking me to speak about one of the few things in "Seven Days" with which I was not personally involved.

Mr. STANBURY: Were these the only two cases on which many complaints have come down to you?

Mr. HAGGAN: There have been complaints about interviews, but I do not remember anything about interviewing techniques or editing techniques.



● (9:15 p.m.)

Mr. STANBURY: And when this kind of complaint came to you from, I presume, above, what did you do about it?

Mr. HAGGAN: Well, what I would do was that I would get the transcript of the full interview, which is always made, which is the basis on which to edit, and the transcript of the edit, and look at them.

The principles on which we edit are two in number. One is that we do not take anything out of context in such a way that it will change the meaning. The second one is that, in so far as it is possible, we always try to allow a man to express the whole of his thought.

I do not know if this is comprehensible to you or not.

Mr. STANBURY: I am more concerned about what steps you would take when you receive a criticism from your supervisors.

Mr. HAGGAN: I would satisfy myself whether or not the criticism was well-founded. If it was well-founded I should have a number of courses open to me, one of which would be, perhaps, to show some more of the interview on a later program, or perhaps to have the man back.

There is no doubt about the kind of risks you run when you edit; and don't forget that the newspaper man who talks to a person for an hour would write quite a short piece. The man who is interviewed for an hour and gets six minutes showing on the air—at least everything is there that he did say. But if you interview someone who is on a controversial subject, this person will often make comments which he will then hedge about with 20 different sort of hedges. Now, the instinct of the editor is to cut down all the hedges and leave the statement because this is what the man said, and there is no doubt about it. This is the kind of problem we meet.

Mr. STANBURY: I am more concerned about the communication that you would have about such a complaint. Would you, for instance, take it up with the Executive Producers?

Mr. HAGGAN: Oh, yes, right away.

Mr. STANBURY: And you, together, would decide what to do about this complaint?

Mr. HAGGAN: That is right.

Mr. STANBURY: And would the complaint then go down to the interviewers if they were involved in the complaint?

Mr. HAGGAN: If they were involved in the complaint; or to the editors.

Mr. STANBURY: It would be communicated to them?

Mr. HAGGAN: Yes.

Mr. STANBURY: You undoubtedly are aware of the fact that you have had some attention from one or two Toronto entertainment columnists, one of whom wrote that there was—

Mr. HAGGAN: They have to live, too!



Mr. STANBURY: —that there was a serious dereliction of responsibility in the middle level of CBC management by both William Hogg, Director of News and Public Affairs and Reeves Haggan of the Department of Public Affairs—

Mr. FAIRWEATHER: Would you identify this columnist?

Mr. STANBURY: This was a column written by Nathan Cohen—not Ralph Cowan!

Do you have any comment on that? Do you feel that whatever complaints have come down from on high have been communicated to the people beneath you in an effective way, and in a way in keeping with your responsibility?

Mr. HAGGAN: Well, I am not a drain pipe through which things flow.

Mr. STANBURY: "Conduit pipe" is the term which is used here.

Mr. HAGGAN: Nor a conduit pipe. If complaints come to me from above, which is frequent, normal, expected, and received as cheerfully as possible, I, of course, immediately try to discover what really happened. These things, inevitably, come sometimes fourth, fifth, or sixth hand. Somebody at a cocktail party in Ottawa says something to somebody else, and eventually, ten days later, I am told that "Seven Days" did this, or that "Public Eye" did that.

Mr. STANBURY: Who tells you?

Mr. HAGGAN: Well, inevitably it comes to me from my immediate superior, Mr. Hogg. I am not saying it always comes from a cocktail party in Ottawa. Quite often, I think, someone in management says he has seen something on the screen, which he does not like, or Mr. Hogg has seen something. Often it does come by a circuitous route, and I have to find out what happened.

Mr. STANBURY: Has anything ever come to you from your superiors suggesting that Watson and LaPierre, or Leiterman for that matter, should go.

Mr. HAGGAN: As I stated earlier in answer to a question from Mr. Sherman, I was told in January that Mr. Watson and Mr. LaPierre and Mr. Zolf and Mr. Faibish all had to go.

Mr. STANBURY: And what did you do about that, as their superior?

Mr. HAGGAN: I pointed out to Mr. Hogg that the public affairs department would take the traditional stand on this matter. Changes of this nature in programs, or program personnel, are carried out only because there are grave, definable program reasons for doing so, and I personally failed to see any program reason, and certainly none was adduced at that meeting, except the question of Mr. LaPierre's tendency to let his opinions show.

Mr. STANBURY: In effect, you declined to act as the supervisor, terminating their roles in the program?

Mr. HAGGAN: There was no suggestion that their roles in the program should be terminated at that time. It was at this meeting at which I got my first indication that the show could come back in the fall of 1966. Up to this point I had been told that it could not. I was told that it could come back on condition that there was the removal of these four people plus further refinement in its presentation and the avoidance of triviality.

Mr. STANBURY: At some point were you told that Watson and LaPierre must go?

Mr. HAGGAN: I was told at that meeting in January.

Mr. STANBURY: But you did not take any steps to detach them?

Mr. HAGGAN: No. I immediately discussed it with the two officers in my department, who are immediately responsible to me for "Seven Days", that is, Hugh Gauntlett, who is, in effect, the supervisor of "Seven Days" and Peter Campbell who is the supervisor of current affairs. They agreed that there was no reason which we could accept for cutting off these people's careers in this particular respect.

Mr. STANBURY: Assuming that higher management had made this decision, which, I think you indicated, they had, would this be the reason why Mr. Walker eventually communicated it to you?

Mr. HAGGAN: No. At quite unconnected meetings, Mr. Walker has said to me, as have Captain Briggs and the President, on a number of occasions, that I should, in January, have come to a decision with the Executive Producer, Douglas Leiterman. This, I am afraid, is a very, very strong indication of their lack of comprehension of what is involved in making programs. A step like that in the middle of a program would have been disastrous to the moral of that unit.

Mr. STANBURY: You were not prepared to take that risk when the program was on?

Mr. HAGGAN: I was prepared to discuss it when the program season was over.

I might also say that I do think you must understand the kind of difficulties under which we have been operating. When Mr. Walker, the General Manager, put to me and used the term that Mr. Cohen has picked up, about the "dereliction of duty," I tried to explain to him why such a thing could not be done and why no one, including Mr. Hogg, would have dreamed that I would do this. He said: "Come on, Reeves, if you are a manager of a plant turning out tin cans and you have to lay off 50 men, and you have got to be decent to them and give them two weeks' notice, you have got to expect a few bent cans." He said: "I can quite see that if you had conveyed the information to the program you would have to accept some program deterioration."

Mr. LEWIS: Are the last words which the witness has used an actual quotation?

Mr. HAGGAN: I cannot quote verbatim from events which happened some weeks ago, but it is a careful and accurate report of what was said.

Mr. STANBURY: I am going to complete my questioning by asking you this: I assume, from everything you have said, that your position in this conflict between Watson and LaPierre on the one side and management on the other, is apparently very much in sympathy with the hosts?

Mr. HAGGAN: That is a conclusion on your part.

Mr. STANBURY: Yes.

Mr. HAGGAN: I believe my position to be the proper one as Supervisor of Public Affairs, and that whatever position I have reached I have tried to reach it in response to my responsibility.

Mr. STANBURY: I am trying to find out what your position is. I am not suggesting that you are favouring the hosts over the management; but you are in sympathy with the retention of the hosts of the program.

Mr. HAGGAN: No. In all the different reasons which have been adduced from time to time by the management I do not see a compelling reason to remove these men from the program.

Mr. MACDONALD (*Prince*): Mr. Chairman, on a point of order. I believe you restricted Mr. Sherman to about 20 minutes. I think the last member has been questioning for about half an hour.

The CHAIRMAN: I have tried to cut Mr. Stanbury off, but I did not succeed.

Mr. STANBURY: I am about five minutes over my time, but I think the witness bought some of that time himself.

The CHAIRMAN: Mr. Johnston?

Mr. JOHNSTON: With the background outline which you have given us I should think you would, perhaps, see a world picture of television broadcasting as well as the local Canadian picture. Would you say that throughout the world, there is now a general trend for as much control of this particular medium as possible by governments, relating, in particular, to the circumstances within it?

Mr. HAGGAN: I am afraid I cannot claim to have the world view; but if you are talking about the United Kingdom and the United States, I am not aware of this, no.

Mr. JOHNSTON: I was thinking of the moves, since the election of the Labour Government in Britain, to tighten up control of the BBC. I was wondering whether you found any parallels between the Canadian situation and the situation there?

Mr. LEWIS: Will Mr. Johnston indicate the details of his question?

Mr. JOHNSTON: The details came in the last issue of the *Sunday Times* from London, which I have not with me, which would be, I suppose, about two weeks later, or whatever the time is for the ship to come from there to here—but the lead articles there have quite a bit to say about an effort on the part of the Prime Minister and his Government to extend the discipline over the BBC following the last election.

Mr. HAGGAN: I am afraid I do not know very much about it. I have not seen the report to which you refer.

Mr. JOHNSTON: You say you find that the people above you in management do not know much about programming. I gather from the background which you have given us that you yourself came into a very responsible position in the BBC without yourself having a background.



Mr. HAGGAN: I came to a relatively junior position in the CBC in 1958, as program organizer in charge of business and labour programs.

Mr. JOHNSTON: And within five years of working there you became the General Supervisor of the Public Affairs Department?

Mr. HAGGAN: It was a very unexpected thing in some ways, because my predecessor held the position for only two years, and it is a position that you would normally expect to be held for six, seven or eight years.

Mr. JOHNSTON: So that your appointment came a little earlier than you would have expected?

Mr. HAGGAN: I was not expecting it at all.

Mr. JOHNSTON: However, you do feel that the common factor that is essential for understanding the work of the programming department would be a matter of commitment to Head Office?

Mr. HAGGAN: Certainly not in any normally-accepted sense of that term. I think that there is a quality of dedication in the public affairs department, but it is a dedication to the performance of the Corporation's mandate as given to it by Parliament.

● (9:30 p.m.)

Mr. JOHNSTON: Now, to deal with a specific case, what would your role be in the production of the documentary on L.S.D., which was the most recent documentary on "Seven Days".

Mr. HAGGAN: I would have very little role in the production of that document. I was aware of its preparation; I read about it in memoranda from time to time. I first saw it on the air.

Mr. JOHNSTON: In other words, this was not a subject then that had been relayed up the line at all?

Mr. HAGGAN: No; when the program was finished—and programs are always finished within days or hours, even, of production time; producers of the program are like others, they do not want to let go of it and want to keep working on them every moment they have. I happened to be in Halifax in a matter not unconnected with this Committee's sitting and the program was seen by Mr. Gauntlett, the immediate supervisor and Peter Campbell, who was acting as general supervisor in my absence.

Mr. JOHNSTON: So, in spite of the fact we were given a list of about ten program ideas that did go up and were criticized and on which there was a great deal of discussion, this particular one would not be one of those.

Mr. HAGGAN: I think that there was a proper concern on management's part that this program be presented with the special care required in the circumstances, and indeed it was followed in the latter stages of production by Mr. Gauntlett and, in its final stage, approved by him and Mr. Campbell. If they had had considerable doubts about it they would have seen to it either that I saw it or Mr. Hogg or someone else. The normal course is to report upward things that seem to require the attention of others.



Mr. JOHNSTON: You say you saw it on the air. Did you feel that the proper balance had been obtained in that program?

Mr. HAGGAN: Yes, I did.

Mr. JOHNSTON: Do you feel that part of the problem of "Seven Days" arises simply in its being a weekly program, that the deadline is too frequent and a great deal of the tension that so many people have talked about originates in the frequency of the presentation of the program?

Mr. HAGGAN: The remarks I made about tension apply to the whole of my department, not just to "Seven Days". Putting out "Seven Days" every week is a very large chore, but so is putting out a daily newspaper; it is part of the discipline of the work, I think. It is true, if you were doing it once a month, you could spend more time fiddling with it and polishing it up.

The CHAIRMAN: You are next, Mr. Langlois.

Mr. LANGLOIS (*Mégantic*): Mr. Haggan, I would like to know what your exact position within the CBC is. I am starting to get some sort of a picture now, and there appears to be quite a few people involved in this whole thing. Mention was made of Mr. Watson and the firing and I got a certain impression from that; I would like you to go over that part again—and I am thinking particularly of the tone of the submission by the producers association to the Fowler Commission, that Mr. Watson would have been, to a great extent, responsible for this, and it seems that management did not like it.

Mr. HAGGAN: Well, let me be very careful about this. To my knowledge—in fact, I know that the submission to the Fowler Commission by the producers association never was made public and I, personally, never have seen it. It must be obvious to you that I could have obtained a copy of it if I wanted to; but I regarded it as a matter for the producers association. They did not see fit to publish it and I preferred not to see it. It appears senior management has seen it; whether they obtained it from Mr. Fowler, I cannot say, but they have seen it. They drew certain conclusions from the tone of it which suggested it was largely the work of Mr. Watson; I do not know whether it was or was not. People have said to me since these matters came out that, in fact, he did not play a large part, that they were far too busy at the time, and played a small part.

Mr. LEWIS: Was he president of the association at that time?

Mr. HAGGAN: Yes.

Mr. LANGLOIS (*Mégantic*): In your opinion, is management still under the same impression, that Mr. Watson was behind the brief submitted to the Fowler Commission?

Mr. HAGGAN: I do not know whether or not the impression has changed.

Mr. LANGLOIS (*Mégantic*): But, it was under that impression some time.

Mr. HAGGAN: When this was discussed with me on April 5, yes.

Mr. LANGLOIS (*Mégantic*): This year?

Mr. HAGGAN: Yes.

Mr. LANGLOIS (*Mégantic*): I do not suppose you would call it a grudge but would it be a chip?

Mr. HAGGAN: I think that is a reasonable conclusion.

Mr. LANGLOIS (*Mégantic*): So, in other words, management could be using this as a foot stone. Would I be correct in assuming that perhaps management is under the impression that he might have talked too much to the Fowler Commission?

Mr. HAGGAN: Well, you are drawing a conclusion. I cannot argue with the conclusion.

Mr. LANGLOIS (*Mégantic*): I am not drawing a conclusion; I want to know if that is management's conclusion.

Mr. HAGGAN: That you would have to ask them.

Mr. LANGLOIS (*Mégantic*): Well, they never mentioned anything of this sort to you since April, when you say they were somewhat touchy on that subject. Mention was made of this chip, and I think it was Mr. Walker that told Mr. Watson that there was a chip on his shoulder and everything else.

Mr. HAGGAN: We may be getting into what the hell "chip on the shoulder" means. What Mr. Walker said to him was that Mr. Watson goes around with a chip on his shoulder, and I do not know how to put that into straight English, — he goes around bearing some grudge against the management.

Mr. LANGLOIS (*Mégantic*): Well, Mr. Watson, when he was giving evidence, stated that Mr. Walker had said that he was anti-corporation, and anti-CBC, and was not one of them. Could this have anything to do with the television producers' report to the Fowler Commission if management was under the impression it was Mr. Watson that had dealt the whole thing?

Mr. HAGGAN: It was stated to me by Mr. Walker that one of the reasons for doubting Mr. Watson's loyalty to senior management was the part he had played in the report that was presented to Mr. Fowler at the producers association in Toronto. This was a clear statement to me.

● (9.50 p.m.)

Mr. LANGLOIS (*Mégantic*): You say it is impossible to carry on a sensible discussion with management about programming, that you have tried it for years. What part of management do you mean?

Mr. HAGGAN: Perhaps I should have said senior management. All my contacts are with the general manager of the English network, Mr. Walker.

Mr. LANGLOIS (*Mégantic*): Does Mr. Walker know anything about programming, in your opinion?

Mr. HAGGAN: No. It gives me no pleasure to say this, by the way. I would like to make this clear.

Mr. LANGLOIS (*Mégantic*): It still has to be said, if it is true. Would this lack of confidence that exists, as has been stated by Mr. LaPierre and Mr. Watson and even by Mr. Leiterman, a lack of responsibility, not be more a lack of trust?

Mr. HAGGAN: I am trying to explain—and I think the Committee realizes it—that we are getting into an extraordinarily difficult area. It is hard for a group of people to come here and to explain to you everything that goes into the makeup of a large broadcasting corporation. However, the climate is what counts, and the climate in which good work can be done depends on the confidence of the people at the low levels in the program, the writers, researchers and directors, their confidence in the producers and the producers' confidence in them. As you move up, it depends tremendously on the producers' confidence in the supervisors of the department, including me, and then this line of confidence should go upward to the principal officers of the Corporation.

Mr. LANGLOIS (*Mégantic*): Mr. Haggan, do you feel that the relationship between the lower levels and your department is pretty well maintained, that there is a good understanding? Do you feel that the channels are open to discussion?

Mr. HAGGAN: Yes, I do. There is a good deal of tension, as you know, and there is bound to be tension.

Mr. LANGLOIS (*Mégantic*): I expect that, but is there plenty of discussion without any thought of being labelled a troublemaker or being put on an artificial blacklist? This has come before a committee. Are you aware of such a blacklist, possibly not one that is written down but one which exists in the minds of some people in the senior management? Do you know of the existence of black sheep within the Corporation, someone that discusses things too much, so that they do not want him around?

Mr. HAGGAN: I do not know much about a blacklist. I have stated in the document, which I suppose you will get, the problem that we have had in working out a sensible and long term arrangement with Ross McLean, and the fact that there are no adequate reasons for the difficulties we have had. On the other hand, we have always been able to offer him some work from time to time. I do not know of any blacklist.

When it comes to black sheep, I think there are black sheep and I do not think they are all producers.

Mr. LANGLOIS (*Mégantic*): Would you explain that a little bit more?

Mr. HAGGAN: I do not know that I can. I think there are people who are regarded as troublemakers.

Mr. LANGLOIS (*Mégantic*): There are, in your opinion?

Mr. HAGGAN: In my opinion other people are regarded as troublemakers.

Mr. LANGLOIS (*Mégantic*): Why?

Mr. HAGGAN: They make trouble for me.

Mr. LANGLOIS (*Mégantic*): No, but what in your opinion is a troublemaker? We discussed this issue.



Mr. HAGGAN: Let me say this, that one thing I have learned, and anybody that knows anything about television has learned it also, is that although there are sterling exceptions, in the great majority of cases first class television producers are very very troublesome to me and to the management. I accept it as a normal part of my work.

Mr. LANGLOIS (*Mégantic*): Do you accept it as a normal situation in a person who has the capability to be an excellent producer, that if he has all this talent to produce he must also have some sort of talent to present his opinions and ideas?

Mr. HAGGAN: As the Americans say, I have observed a high correlation.

(Translation)

The CHAIRMAN: You have very little time left Mr. Langlois.

(English)

Mr. LANGLOIS (*Mégantic*): Mr. Haggan, do you feel that there is a gradual retreat by management from going into any controversial subject or programming, such as Mr. Leiterman has stated? He said he feels that this has been going on since the reappointment of Mr. Ouimet as president.

Mr. HAGGAN: Another characteristic of an able producer is that he tends to see things in black and white. He did not see it quite as much in black and white.

Mr. LANGLOIS (*Mégantic*): Do you see a tendency for retreating from it?

Mr. HAGGAN: I think there has been a worsening climate in the Corporation in so far as my department is concerned in the last year or so. It has been sharply worsening, and as whatever shreds of confidence there did exist break, the situation becomes more and more difficult, and instead of having an atmosphere of lack of confidence, we are getting now an atmosphere of suspicion. In an atmosphere of suspicion, when everyone's motives are suspect all the time, caution tends to become a more important factor in management's mind, I think.

Mr. LANGLOIS (*Mégantic*): I have two more questions. The first one regards your answer to me a while ago about Mr. Walker and his knowledge of programming. What makes you say he does not know anything about that?

Mr. HAGGAN: I have worked with him for three years and this is my observation.

Mr. LANGLOIS (*Mégantic*): Did you have any other vice presidents you could turn to who knew something, or is he the fellow to whom you have to go?

Mr. HAGGAN: He is in the line of my profession.

Mr. LANGLOIS (*Mégantic*): Does he also tell you that you do not know your job?

Mr. HAGGAN: I think he has very grave doubts about the way in which I do my job.



The CHAIRMAN: Mr. Langlois, your time is up.

Mr. LANGLOIS (*Mégantic*): I have one last question. Mr. Haggan mentioned here a cocktail party in Ottawa.

Mr. HAGGAN: I am sorry.

Mr. LANGLOIS (*Mégantic*): The way you mentioned it, it seems to be pretty frequent. What did you mean by "a cocktail party in Ottawa?" I would certainly like to know who attends them.

Mr. HAGGAN: I am sorry, perhaps I was trying to lighten the dusty path of the committee sitting. There is no doubt that one of our problems is—and it is a problem that is by no means confined to our relations with management—that far more than half the objections we get to programs come from people who have not seen them but who have heard about them. That is the point I was trying to make.

Mr. LANGLOIS (*Mégantic*): You mentioned cocktail parties in Ottawa. Did you feel that any members of parliament have been putting pressure where they should not have been putting it?

Mr. HAGGAN: Not to my knowledge.

Mr. BASFORD: Could I clear one piece of underbrush away? If I misinterpreted you, please correct me. I take it from what you said at the beginning that this question of Mr. Watson's attitude to Canada has been misinterpreted by all sides and is not significant.

Mr. HAGGAN: I think that to be true. I was quite shocked when this matter was raised. I have since been completely satisfied that the general manager was referring only to his attitude on biculturalism and the French-English relationship in Canada, although this is a subject on which I would feel that, having worked closely with Mr. Watson for six years, my judgment should be very readily accepted by management.

Mr. BASFORD: This was the question I was going to ask you, but now that we have cleared away the fact that it was a misinterpretation, may I ask you whether this is—and I know nothing about the making up of future programs—

Mr. PETERS: Why do we not have sound?

Mr. BRAND: They are checking on it now.

● (9:50 p.m.)

Mr. BASFORD: I know nothing about the makeup of future programs or proposed programs. Was that a proper function for the General Manager?

Mr. HAGGAN: I think the General Manager, as part of his job, has to take an interest in a project as large as the one we are discussing. Yes, I do think it is part of his job.

Mr. BASFORD: Would he go out and interview possible future producers of the show?

Mr. HAGGAN: Well, I do not think, certainly—

Mr. BASFORD: To get to know them man-to-man?

Mr. HAGGAN: Well, it has always been my hope, and I think it is a proper hope, that if there is more informal contact between senior management and producers and supervisors, then, by personal contact, some of the fear and concern comes from not knowing might be dissipated; so, I think, in theory, it is a good plan for senior management to meet producers, perhaps for some purpose, or that to talk more often to me would be a good plan.

It did not turn out to be a very good idea on this occasion.

Mr. BASFORD: You want to flatten the pyramid?

Mr. HAGGAN: Yes, I want to flatten the pyramid. I want the situation where there is the climate of confidence between the principal officers and the essential program officers and the producers.

Mr. BASFORD: How many times has the General Manager gone out to meet producers man-to-man?

Mr. HAGGAN: I am afraid you will have to ask him that. I do not know. I know he has talked to Watson and Letterman before. If he has talked to others it has not come to my attention; but that proves nothing, really.

Mr. BASFORD: Well, within the management structure of CBC I take it that you would say that you are responsible for the program content on "Seven Days".

Mr. HAGGAN: Yes.

Mr. BASFORD: Now, the Board of Directors has, in its statement the other day, supported management and found that the program has serious shortcomings and that there have been too frequent departures from established Corporation policy. If you are responsible for program content, wouldn't it have been good management to have fired you?

Mr. HAGGAN: I should say that that would have been a more logical step, yes.

Mr. BASFORD: Can you explain why that logical step was not taken?

Mr. HAGGAN: I say it is a serious matter to fire the General Supervisor of Public Affairs.

Mr. BASFORD: It might turn out that you were less well known than Mr. LaPierre.

Mr. HAGGAN: I might, indeed. I hope I am!

Mr. BASFORD: But you cannot explain why this was not done?

The CHAIRMAN: The witness must understand that he is now being asked about his opinion on the cause, or the motivation, of an action for which someone else was responsible. He can give his opinion, but he is under no obligation to do so.

Mr. STANBURY: But he is the supervisor of this program—

Mr. BASFORD: It is my question, and if the witness does not want to answer it I will ask Mr. Walker the question.

You were talking earlier, Mr. Haggan, about the climate in your department, and about the climate having become one of tension and suspicion. Did the climate in your department change one way or the other markedly at or after the re-appointment of the President?

Mr. HAGGAN: Well, the report of the Fowler Commission, as any thoughtful person will realize, delivered quite a stinging rebuke to management, and, I think, made them very uncomfortable.

For a period after the report came down there were fewer displays of executive energy for a time. However, the appointment of the President did, I think, bring about a noticeable change in the climate.

I am bound to say—you are asking me to draw conclusions, and I might as well do it—that there has been a form of not so subtle pressure to de-fuse or de-escalate the program. I think it is because some people in management may feel that if we all keep quiet like mice maybe the Fowler Report will go away.

This is an observation.

Mr. BASFORD: I take it you do not want to see the Fowler Report quietly steal away?

Mr. HAGGAN: I am not really competent to comment on the Fowler Report.

I would take the opportunity to remind you that I am talking about the program from the point of view of the program head. I do not know about the general administration of the Corporation. I am sure it is in good hands.

Mr. BASFORD: We had a few remarks earlier about management getting down and meeting the producers. The Board has directed that steps be taken, at whatever levels are necessary, to assure effective communication between management and producers.

From your experience, can you give us some idea of how these communications could be more effectively carried out?

Mr. HAGGAN: Well, right away, I do not think it is a matter of structure; I do not think it is a matter of organization. I think the CBC is obsessed by organization. As I said earlier, you can make any system work if that is your aim.

If there is to be a better relationship between the program departments and, particularly, my department, and the management, I think the management has to play a positive role in programming, in the sense that it has to be in a position to give some kind of program encouragement and leadership.

In my years of experience the management's influence on programming is entirely negative. It is a question of telling us what not to do and telling us what we have done wrong. I have never had a useful, helpful, or positive program suggestion from management.

Mr. BASFORD: So that there is no flow of program ideas from management?

Mr. HAGGAN: No.

Mr. BASFORD: But, then, management are not programmers.

Mr. HAGGAN: That is true.



Mr. BASFORD: Should they become programmers?

Mr. HAGGAN: I would like to think that management could be made up of people who know some programming and who can talk to programmers.

The CHAIRMAN: I am sorry, we will have to stop here.

I want to read a communication to the Committee. I have received this message from the President of the CBC:

Re your telegram regarding kind offer of Government's good offices I will be pleased to meet at any time with the Prime Minister or with any other person or persons he may designate to discuss the present situation and its resolution.

It is signed J. Alphonse Ouimet.

Mr. BRAND: I take it that there is no mention there of anything that the producers suggested in their telegram?

The CHAIRMAN: That is all there is.

Mr. BRAND: When will we meet him?

The CHAIRMAN: It is the recommendation of the Steering Committee that we do not sit tomorrow. I should think that our next meeting, unless there is any other direction given, would be on Monday afternoon.

Mr. LEWIS: There is no suggestion in that telegram that the President would meet with the producers, or anyone representing the Producers' Association.

The CHAIRMAN: It says "person or persons".

Mr. LEWIS: Designated by the Prime Minister.

The CHAIRMAN: Probably. That is what he said.

● (10:00 p.m.)

The CHAIRMAN: No. It was:

—with the Prime Minister or with any other person or persons he may designate.

Mr. BASFORD: It would seem to me it is up to the Prime Minister to act himself or designate someone to act for him to meet with the president and the producers.

Mr. PRITTIE: Mr. Chairman, we cannot take it that these discussions necessarily are going to go ahead because there were some conditions attached in the reply from the producers.

Mr. FAIRWEATHER: We know that, Mr. Prittie.

Mr. PRITTIE: One of the conditions was that the CBC suspend the action concerning the hosts. That was a condition. Am I correct in that?

The CHAIRMAN: That is right.



Mr. MACDONALD (*Prince*): Perhaps we should adjourn until Sunday night at 10 p.m.

Mr. LEWIS: Mr. Chairman, before we adjourn, may I say that we started this telegram business; and we invited the producers and the CBC to take advantage of the Prime Minister's suggestion. I for one, would hope that the Chairman and Vice Chairman will follow this up and, on behalf of this Committee, make sure that something happens as a result of the replies. I know that is putting a burden on the Chairman and Vice Chairman, but it seems to me this Committee started it and ought not to let it rest there and hope someone else does it.

The CHAIRMAN: I think we already have been doing this. We have been greatly helped by the steering committee and we plan to have a very close look at the developments.











OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE  
ON  
**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE  
No. 7

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MONDAY, MAY 2, 1966  
TUESDAY, MAY 3, 1966

---

Main Estimates (1966-67) of the  
Canadian Broadcasting Corporation

---

WITNESS:

Mr. Reeves Haggan, General Supervisor, Public Affairs, C.B.C.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Hymmen,	Mr. Prud'homme,
Mr. Béchar, d,	Mr. Johnston,	Mr. Richard,
Mr. Berger,	Mr. Mackasey,	Mr. Sherman,
Mr. Brand,	Mr. Macquarrie,	Mr. Stafford,
Mr. Cowan,	Mr. Mather,	Mr. Stanbury,
Mr. Dubé,	Mr. McCleave,	Mr. Trudeau,
Mr. Fairweather,	Mr. Nugent,	Mr. Woolliams—(25).
Mr. Grégoire,	Mr. Prittie,	

M. Slack,  
*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

MONDAY, May 2, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts, having been duly called to meet at 3.30 o'clock p.m., the following members were present:

*Messrs:* Basford, Berger, Dubé, Hymmen, Johnston, Mather, McCleave, Pelletier, Richard, Stafford, Stanbury (11).

There being no quorum, the Chairman postponed the meeting until this evening at 8.00 p.m.

### EVENING SITTING

The Standing Committee on Broadcasting, Films and Assistance to the Arts, having been duly called to meet at 8.00 o'clock p.m., the following members were present:

*Messrs:* Basford, Mather, Pelletier (3).

There being no quorum, and with the agreement of the Steering Subcommittee, the Chairman postponed the meeting until Tuesday, May 3, at 10.30 a.m.

TUESDAY, May 3, 1966.  
(15)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 10.40 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Berger, Fairweather, Hymmen, Johnston, Mackasey, Mather, McCleave, Pelletier, Prittie, Prud'homme, Richard, Stafford, Stanbury, Trudeau (17).

*Members also present:* Messrs. Andras, Duquet, Forrestall, Howard, Lewis, Matheson and Peters.

*In attendance:* Mr. Reeves Haggan, General Supervisor, Public Affairs, CBC.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman presented the *Fifth Report of the Subcommittee on Agenda and Procedure*, dated May 3, as follows:

Your Subcommittee recommends:

That the list of witnesses remaining to be called and heard in a certain line of precedence, approved by your Committee on April 25, be amended, and the following witnesses should now be called and heard in the following order:

Messrs. 1. Haggan; 2. Walker and 3. The President of the CBC Mr. Alphonse Ouimet.

May 3, 1966

The Fifth Report of the Steering Subcommittee was agreed to *unanimously*.

The Committee resumed its examination of Mr. Haggan and he supplied additional information relating to the contracts of Messrs. LaPierre, Watson and Southam, problems in programming and also dealt with the document from the Public Affairs Department to Mr. Ouimet requesting reconsideration of several Head Office decisions.

Mr. Haggan tabled a 21 page extract from a document related to CBC Public Affairs Programming,

—Summary of Objectives, Principles and Organization.

(Identified as Exhibit "C").

The examination of Mr. Haggan being completed, the Chairman thanked the witness and he was permitted to retire.

At 1.00 p.m., the Committee adjourned until 3.30 p.m. on Wednesday, May 4.

M. Slack,  
Clerk of the Committee.

## EVIDENCE

TUESDAY, May 3, 1966.

• (10:40 a.m.)

(Translation)

The CHAIRMAN: Before continuing with Mr. Haggan's evidence I would like the committee's approval of this recommendation of your sub-committee.

(English)

Fifth report of the subcommittee on agenda and procedure of the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Your subcommittee recommends that the list of witnesses remaining to be called and heard in a certain line of precedence, approved by your committee on April 25, be amended, and the following witnesses should now be called and heard in the following order: One, Mr. Haggan; two, Mr. Walker, and three, the president of the CBC, Mr. Alphonse Ouimet.

Is that agreed? I understand the committee agrees to this report.

Mr. FAIRWEATHER: Mr. Chairman, I just want to make sure whether Mr. Stuart Keate has communicated with you in any way and asked that these committee hearings be suspended?

The CHAIRMAN: No; Mr. Keate did not communicate with me. I tried to communicate with him without any success. All I know about his feelings on the matter of this Committee sitting or not is the statement he made to the press that he welcomes further sittings of this Committee which will help him to get information. That is all I know.

Mr. PETERS: Mr. Chairman, in view of the request that was made and the indication that Mr. Keate will be interested in the transcript of this committee, can any effort be made to see that the transcript is out daily?

The CHAIRMAN: I am afraid all the efforts were made. It seems to be mainly a problem of translation of French to English and English to French. I believe it cannot be put out any sooner than it has been done up to now. I just do not know what the Committee could do further.

Mr. PETERS: It seems this Committee is in a rather unique position because the transcript is being used almost immediately.

The CHAIRMAN: The steering committee wanted to make sure it was understood that this report is by no means final; it is just a recommendation to change the order of witnesses. However, the Committee can make any decision it wishes on the remaining witnesses on the list.

Mr. MACKASEY: May I make one suggestion? I noticed yesterday on the Orders of the Day you made what I thought was a very valid distinction on the

role of the Committee as compared to the role of the mediator in the dispute. Would it be possible to re-read, for the benefit of everybody, the terms of reference of this Committee so as to clear up any confusion that our role is precisely the same as that of the mediator, or could I just borrow those terms of reference for my own satisfaction?

The CHAIRMAN: We will send you a copy.

We have a list here of the members left over from the last meeting. The list is as follows: Messrs. Lewis, Hymmen, Mather, Brand, Prittie and Basford.

Mr. LEWIS: Mr. Haggan, my question may be a little disjointed because I am trying to recall what you told us last time but, according to my notes, you mentioned that some time in January of this year you were first informed by someone—I think it was Mr. Walker—that Messrs. Watson, LaPierre and Faibish would have to go.

Mr. REEVES HAGGAN (*General Supervisor of Public Affairs, CBC, Toronto*): I was informed of it by Mr. Hogg when he told me, I think, very clearly, that these were the words of Mr. Walker.

Mr. LEWIS: At that point did you object to the suggestion that these men would have to go?

Mr. HAGGAN: Yes, I objected most clearly on the grounds that I knew of no reason why these people should leave the program.

Mr. LEWIS: Was your objection verbal?

Mr. HAGGAN: Entirely verbal. It was a verbal exchange.

Mr. LEWIS: To Mr. Hogg?

Mr. HAGGAN: Yes.

Mr. LEWIS: Do you know whether your objection was conveyed higher up?

Mr. HAGGAN: I do not know, but I would expect it would be.

Mr. LEWIS: Then I gather you heard nothing more about this between January and April 5?

Mr. HAGGAN: That is correct.

Mr. LEWIS: Mr. Hogg did not speak to you again during that period on this matter, on the question of these people having to be let go?

Mr. HAGGAN: Not to the best of my recollection. There were questions about the form which the show should take and the proposed changes in the show for the fall.

Mr. LEWIS: But no reference to these four men leaving?

Mr. HAGGAN: It is difficult to answer but I do not recall any.

Mr. LEWIS: Again on April 5, if I recall correctly, Mr. Walker was the person who spoke to you on that day. Is that correct?

Mr. HAGGAN: Yes, in Mr. Hogg's presence.

Mr. LEWIS: And he informed you that Watson and LaPierre had to go?



Mr. HAGGAN: Yes.

Mr. LEWIS: And what was your end of the conversation at that time? You are the general supervisor of public affairs, so no doubt you reacted to these things. It would be of interest to know what you had to say in reply.

Mr. HAGGAN: I did not react very strongly at that particular meeting. I said I would like some days to consider the import of these instructions and to discuss them with my colleagues.

Mr. LEWIS: That was on the 5th? Was that the understanding on which you and Mr. Walker parted?

Mr. HAGGAN: On my part that was the understanding.

Mr. LEWIS: I think we already had evidence that the following day Mr. Walker saw Mr. Watson himself.

Mr. HAGGAN: That is correct, and I believe on Thursday night I did say that I was fully aware that Mr. Walker was to see Mr. Watson and in fact, made the necessary arrangements.

Mr. LEWIS: He told you he was going to see him? Now, when did you next discuss these dismissals with Mr. Walker?

Mr. HAGGAN: It was about a week later; it was on Thursday which, I think, would have been the 13th.

Mr. LEWIS: My questions are related to two mysteries which I have not been able to unravel to myself. I am asking you these questions but I would like to explain this to you—this is not a court trial—the two mysteries are (a) why Watson and LaPierre were chosen when it was clearly established that if there was anything wrong with the program neither of them was responsible for it, and (b) why did it take place when, according to common sense, the Corporation would have been much more sensible to wait until the season was over and to deal with the situation then as part of the manning of the show for the next season. It was only a matter of two or three weeks or even three or four weeks. I would like you to help me clear up these two incredible mysteries, why these two men and why the rush to create all this fuss three or four weeks before their contract would have terminated in the normal course and when it would have been possible for management to deal with the manning situation regarding "Seven Days". This is the reason for my questions.

When you talked with Mr. Walker again did you suggest to him that you might wait until the season was ended?

Mr. HAGGAN: I had two conversations that day. At our first conversation with Mr. Walker he and I were alone. At that time he required an answer to a question, the question being: Will Leiterman produce "Seven Days" next fall without Watson and LaPierre. In that conversation Mr. Walker addressed himself totally to this point. I said to him that if he required an answer, as he did by 5.00 p.m. on that day, the only possible answer would be no, and this was my opinion. Mr. Walker pressed me, saying: "Have you asked him if he will?", and I said: "No, I have not", and I tried to explain to him that it was not

a good or fruitful way in which to put a matter of this nature to a producer, and that by forcing it in this way the only conceivable answer he could get would be a negative one.

However, Mr. Walker was very firm and explained to me it was necessary to settle this matter before the directors' meeting in Halifax which was the next week.

Mr. LEWIS: Did he explain why, and what that had to do with it?

Mr. HAGGAN: I think since "Seven Days" is one of the most noticeable programs on the CBC and since the directors were having a program meeting in Halifax, they would want to know whether "Seven Days" was coming back or whether in fact we were going to do something else.

Mr. LEWIS: Please go ahead, Mr. Haggan. I interrupted you. He told you the matter had to be settled before the directors' meeting, or that he wanted to know in time for the directors' meeting?

Mr. HAGGAN: He wanted to know at five o'clock. Today you will realize, if you look back, that this was Maundy Thursday, as the English call it, the day before Good Friday, so that in fact, with Friday and Monday being holidays and the meeting in Halifax being on Wednesday, this was the last opportunity for Mr. Walker to discuss it with him. In the end I agreed to put this question to Leiterman, and did so. Mr. Leiterman told me that it was not a question which he could answer on the basis of a telephone call. Subsequently he spoke to Mr. Walker on the telephone and said to Mr. Walker—this was in my office—that he would be happy to explain to Mr. Walker why this was not a matter that could be decided out hand. He then proceeded to Mr. Walker's office and, I believe, the committee has had Mr. Leiterman's account of that meeting.

Mr. LEWIS: On Thursday you suggested to Mr. Walker that it would be better to wait until after the season, that you cannot tell producers and other people producing a program this kind of thing while they were preparing programs. Do I remember it correctly?

Mr. HAGGAN: I think what I had hoped to say was more on the subject of why I did not tell Leiterman in January that at that time these four people were to leave the program. By the time I talked to Mr. Walker it was close to the end of the year and it was clear to me, from management's pressure, that this matter was going to have to be discussed forthwith.

Mr. LEWIS: What about this tin can story? The way I have it in my mind, Mr. Walker replied to you that if you were running a tin can factory and fired some people, you would expect the cans to be damaged, or some of them to be damaged. Was that not at the time when you suggested to him it would be better not to raise the issue during the term of the program?

Mr. HAGGAN: That is correct, but I was referring to my reasons for not having raised this in January.

Mr. LEWIS: But you did say that to Mr. Walker on the meeting of the 14th April?

Mr. HAGGAN: I think it was the 13th.

Mr. LEWIS: Have you ever had any explanation from anyone in management, other than the suggestion of a meeting of the directors, why the two hosts were fired rather than the producers if there was dissatisfaction with the program, and why this was done at the time it was done?

Mr. HAGGAN: No. Various reasons were adduced why the hosts were to be fired, which I did describe on Thursday I believe, but at that time members of the management, to whom I spoke during those days, including Mr. Walker and others, were very much in favour of Mr. Leiterman and felt Mr. Leiterman was the strong and positive force in the show. They hoped very much he would continue. The reason why I hesitated when I was speaking is that I realized I have my weeks confused; Easter was prior to this meeting with Mr. Walker.

Mr. LEWIS: Anyone can make those errors. As I heard your recital of what they told you with regard to Watson and Mr. Watson's own recital, if I remember it correctly, it had to do with his loyalty to the Corporation, and stuff like that. However, at no point in the recital of the conversation Mr. Watson and you gave us—if I remember correctly and I do not have the transcript with me—was there any criticism of Mr. Watson as host.

Mr. HAGGAN: There has never been any criticism of Mr. Watson as host of which I have heard.

Mr. LEWIS: But that is the position from which he is being dismissed.

Mr. HAGGAN: That is the position which he is not going to fill in the future. The word "dismissal" is a difficult one in these circumstances, and I am sure the committee appreciates that.

Mr. LEWIS: I have my own views. It is perfectly applicable because of my view of these contracts in the entertainment world, but that is not relevant to my questions.

Were there criticisms of the performance of Mr. LaPierre as host?

Mr. HAGGAN: Yes.

Mr. LEWIS: Were you satisfied that those criticisms were or were not justified in your view?

Mr. HAGGAN: I think so far as they go they are fair criticisms, but I do not believe they amount to a reason to remove him from the program. Let us say they are fair comments on his behaviour on the program.

Mr. LEWIS: But you do not think they amount to sufficient reason to remove him from the program?

Mr. HAGGAN: No. I do not want to repeat what I said on Thursday but I think I did make it plain that if Mr. LaPierre or any personality on any public affairs program were, over a period, to exhibit a consistent editorial point of view, the public affairs department would move at once to get rid of that person. LaPierre has views on every subject under the sun, usually quite strong, while he holds them at least, but I think he has a patent honesty and people who watch the program know that he is reacting to what he is hearing and seeing on the program.



Mr. LEWIS: I am sorry to put you on the spot but did you think that LaPierre was, on the whole, a good host for that program? Do you think so now?

Mr. HAGGAN: I cannot think of a better host for that program. I think there is sufficient public reaction to the program while it is on the air, totally apart from the present circumstances.

Mr. LEWIS: May I go into one other area on which I would like some enlightenment and perhaps other members of the committee would also? You said on more than one occasion that the climate, which you said was so important to the production of the program, became increasingly worse. If I am not paraphrasing you correctly, please correct me.

Mr. HAGGAN: That is quite true.

Mr. LEWIS: You said that the production group became tense and nervous. Those were the two adjectives you used. I imagine that Mr. Hogg as director of both news and public affairs has a double duty, while the main burden of seeing that the public affairs programming is carried on would be your duty as the general supervisor. Is that right?

Mr. HAGGAN: Yes.

Mr. LEWIS: What reasons did you find for the worsening of the climate and what, if anything, did you try to do to improve it, as it seems to me was your duty to try to do?

● (11:00 a.m.)

Mr. HAGGAN: The reasons for the worsening of the climate are, perhaps, not too easy for me to determine. There is the weight of supervision, principally on "Seven Days": which is the most supervised program in the history of the CBC. I think I can say that, although I do not have 25 years' service; there is the constant passing to and fro of requests for information, memoranda and so forth. And remember that what I am talking about is climate. It is a very hard thing to identify all the reasons for it.

In my statement, or in the department's statement, to the President, of which I think you may have copies of now for the Committee, I indicated some of the reasons, or the outstanding events, that had created, or had contributed to, the worsening of the climate.

What did I do about it? I did about it what I always do about these things, and it is not always, indeed, terribly satisfactory, but I think it is all that one can do, and that is that I urged everyone who came to see me—and many of the producers did—to put on other programs, to stick to their work, to remember that they were working for the public affairs department, and that the activities of management on a higher level were really the concern of the supervision of the department and not their concern; and that they should continue in their normal way working under and through their own supervision.

Mr. LEWIS: From my not inconsiderable experience in dealing with matters arising in large organizations and from other experiences, I would have thought a normal thing, when worsening conditions like this occurred, would have been



for the general supervisor and/or his director, and/or, preferably, both, to go to someone higher up, whether it was Mr. Walker or Mr. Briggs, or President Ouimet, and say to them, in a long and careful discussion, that there were these problems.

Mr. HAGGAN: I did precisely that, Mr. Lewis—I am not sure of the date—but I think it was very late in February.

The immediate reason I did it was the way in which Wilson Southam, a producer in the Ottawa area, was fired. But, again, this was an example. But perhaps it was the first of the four last straws, if you like.

I went to see Mr. Ouimet for two reasons. I went alone, first of all, may I say, because my supervisor, Mr. Hogg, was on vacation. Had he been there I would certainly have discussed with him my intention to see Mr. Ouimet. He was not there, so I did not have that opportunity.

I went to see Mr. Ouimet rather than Mr. Watson, because one of the most distressing aspects of the Southam firing, to me, was that Mr. Walker in Toronto had asked me whether I thought he should be fired. I made it plain that I thought this was a matter to be discussed with the producer on his return from his vacation so that we might have a report on the circumstances. I thought I had a clear understanding on that, and I said that I would undertake to give my opinion at the right time. However, the day the producer arrived back in Canada from the West Indies he was summoned to Mr. Walker's office—

Mr. LEWIS: Here in Ottawa?

Mr. HAGGAN: Yes, here in Ottawa. Out of that meeting came the fact that he was dismissed from the Corporation. At that time neither I, Mr. Hogg, Bernard Ostry, the local supervisor, nor anyone in the Ottawa management, or anyone in the Head Office, had had an opportunity to ask Mr. Southam what the story was; and, of course, only the producer can tell you about the course of events in production, or what was done, or what money was spent. No one else can tell you that.

Mr. LEWIS: You said you went to see Mr. Ouimet.

Mr. HAGGAN: I went to see Mr. Ouimet. I talked to him for two and a half hours, using the Southam case—giving it its full measure of importance—and indicating to him that this was causing the greatest distress in the production unit in Ottawa. In fact, it is fair to say that the relations between the production unit here in Ottawa, or, say, the public affairs unit here in Ottawa, and the Ottawa management are still strained almost beyond relief.

I also pointed out to him that this issue was well known in Toronto, and that the producers there were well aware of the situation of the case and that they were extremely anxious about it. I went on from that point to discuss the difficulties in the relations between the public affairs department—although I could actually have said the Toronto production group—and the senior officers of the corporation. I said—and I think there is some truth in it—that I have a very difficult job. He said that he had to agree with that. But I also wished to make it clear that most of my difficulty was in my relations with head office—that that was the most difficult and distressing part; and I stated to him that the climate

of anxiety and tenseness that had been building there had resulted in a set of circumstances which could not be allowed to continue.

He listened to me with the greatest of interest and sympathy and understanding, and he undertook—well, perhaps “undertook” is too strong a word—he gave me an indication that the Southam case would receive further attention, and that the more general, and, in a sense, more important matters I was discussing with him would be considered.

Mr. LEWIS: But, in fact, did you hear anything further from him about either the circumstances of this case, or the more general matters?

Mr. HAGGAN: I did not hear from him. I heard through the normal channels that the vice president and general manager of regional broadcasting, who is the senior officer to whom Mr. Southam reports, was to make a review and that the vice president and general manager of English networks was withdrawing from direct participation.

Mr. LEWIS: When did you hear something about this?

Mr. HAGGAN: Oh, a week or some 10 days after I talked with the president.

Mr. LEWIS: And has anything been done since, that you know of?

Mr. HAGGAN: I must say I have absolutely no evidence that anything was done.

I have pressed this matter with Mr. Hogg several times and to meet the vice president and general manager of regional broadcasting and the director of the Ottawa area, but for one reason or another—and there are always reasons—illness, absence, and so on—we have never been able to bring this about.

Mr. LEWIS: I think my 20 minutes are about up.

The CHAIRMAN: Yes, they are.

Mr. LEWIS: I have been watching the clock.

I just want to ask this final question: Who appointed you general supervisor of public affairs?

Mr. HAGGAN: I was appointed, in the direct sense, by Doug Nixon, who was then the director of programming in the English network and, at that time, the immediate supervisor of public affairs; but it must be obvious to you that an appointment of this importance was also a matter for other officers of the corporation.

Mr. LEWIS: Perhaps I should have asked you this question. I know that Mr. Ouimet was president at that date in 1963. Did Mr. Walker occupy the position he now occupies?

Mr. HAGGAN: Yes.

Mr. LEWIS: Did Captain Briggs occupy the position he now occupies?

Mr. HAGGAN: Yes.

Mr. LEWIS: Would I be right in stating that your appointment had their approval?

Mr. HAGGAN: It must have had.

Mr. LEWIS: Before it could have been made?

Mr. HAGGAN: It must have had.

The CHAIRMAN: Mr. Hymmen.

Mr. HYMMEN: Mr. Chairman, we have had a great deal of evidence from Mr. Haggan and also from the previous witnesses, some of which has been repetitious. At the risk of being that I would like to refer back to a statement made by Mr. Leiterman, when he said that "This Hour Has Seven Days" was only produced with continual strife, and that this type of program under the present circumstances could only be continued under these conditions.

I would like to ask Mr. Haggan what, in his opinion, was the Prime consideration for this condition—whether it was the over-enthusiasm of the producers in an area which has been described as an entirely new field, or whether it was the lack of understanding of the meaning of the program by the top management. Would you care to say, Mr. Haggan, which was the more important matter, which actually created the situation?

Mr. HAGGAN: I am not sure I can actually make the separation that you want me to.

In any broadcasting organization in the world I think you would have had a great deal of anxiety, worry and stress in launching a program such as "Seven Days."

A good deal of it does come from the fact that in the fall of 1964 not only was it an experiment from the point of view of management and of the public affairs department, but, indeed, the producers themselves were learning about what they were doing as they were producing the show. But a continuing difficulty that arises out of the crisis in the organization is that the supervisors of the department and, indeed, the producers, have been occupied to a tremendous extent in dealing with matters originating in the head office of the Corporation.

Now, I have explained that it is a very demanding thing to put out an hour-long show each week, when you are also trying to learn how to do it, and if you have to maintain a continual skirmish with senior management as well I do not think that you have the best possible set of circumstances. Indeed, in the fall of 1964 a tremendous amount of my time was spent in continual discussion with senior management to preserve the right of the program to stay on the air. I wish now that the time that had to be spent in this activity had been available to me to give advice and guidance to the producers. It is not that this was not done, but I was continually fighting on two fronts, which is never a very ideal situation to be in.

Mr. HYMMEN: I have one more question. Maybe you will recall—not officially, I believe—but I asked if someone could produce the organizational layout of the CBC, because I do not know that many members of the Committee know which members of the management or executive group or of the producers are located in Ottawa, or are located in Montreal or Toronto.



In relation to that, and to the Fowler Committee Report, in your opinion do you feel that many of the problems which have been indicated here have been caused because head office is too remote from the operations of the broadcasting system.

Mr. HAGGAN: I do not think they are caused by the physical remoteness of head office, although they may be caused by spiritual remoteness.

The CHAIRMAN: Mr. Mather?

Mr. MATHER: Mr. Haggan, as a former newspaperman I personally have been very interested in your testimony. It seems to me that your position in the broadcasting system is rather similar to that of the city editor or the news editor in a daily newspaper. You can correct me if I am wrong, but above you I think you have the managing editor, so to speak, and the publisher, and then you have, below you, the people who are akin to the reporters, et cetera. Is that a fair analogy?

Mr. HAGGAN: It is a fair analogy, but I would not want you to be under the impression that "Seven Days" is the only program with which I am concerned. I have many programs in both radio and television for which I am responsible.

Mr. MATHER: I did not mean that you are a sort of news editor confined to "Seven Days." But you have the general picture?

Mr. HAGGAN: Yes.

Mr. MATHER: In relation to "Seven Days" you have said that Mr. Watson and Mr. Leiterman are sometimes difficult men with whom to work?

Mr. HAGGAN: Yes, they are.

Mr. MATHER: On the other hand, you have said that you regret very sincerely senior management's lack of knowledge of programming.

Mr. HAGGAN: Well, I do. There is nothing really very arcane about television programming. It is not a serious matter; but it is a very dynamic and growing matter. The whole television-producing community in the western world is learning about this thing as it goes along.

I am afraid my experience is that the people in senior positions in the Corporation have a very out of date idea of what it is, and this is where the difficulty arises.

Mr. MATHER: Thank you.

You have given us the particular points of advantage of disadvantage. Could you give the Committee any suggestion for the constructive solutions of these difficulties? The points we have are the confirmation to the department of its programming functions and its decision-making rights as to its personnel and the clarification of the roles of top management, and so on. Have you anything to suggest in this respect?

Mr. HAGGAN: Well, perhaps if you will allow me to, I might explain a little of what is meant by it, or what is behind it.

The relative responsibilities are terribly important. I have felt through this recent episode, and, indeed, at times in the past—and it has been put to me by



senior officials—that in some sense I should be for the public affairs department the voice of senior management; in other words, that I be, in a sense, a dependency through which management's views are made known to my department, and also that I am there to make their views known upward. This is, again, a difficult area, but I think that the general supervisor of public affairs in Canada, whether it is the English network or the French network, has a traditional responsibility not only to management—although that is his first responsibility—but, indeed, to the country. The person appointed to that position must be allowed to perform in it, and the whole system breaks down if the decision-making power is taken out of the hands of the general supervisors and arrogated to the management in Ottawa. This is what we have been seeing increasingly, and we have been seeing a tendency to try to make programming officers in Toronto, such as Mr. Hogg and myself, in the very narrow sense, servants of the senior management. The Corporation will never work on this basis. You will not have the Canadian Broadcasting Corporation. You will have something else.

Mr. MATHER: Would it be correct to say that your view is that senior management's actions have been such as to cause a downgrading of the responsibility—

Mr. HAGGAN: Very much so, and due to lack of confidence, which operates both ways; I do not have much confidence in them and they do not have much confidence in me.

Mr. MATHER: With all this in mind, one last question: What is your feeling or your thought in regard to the so-called "tip of the iceberg"? Do you see any satisfactory solution to the immediate problem that does not entail consideration of the structure of the CBC operations.

Mr. HAGGAN: I think, Mr. Mather, as I have said several times to the committee, this gets us into an area of the greatest sensitivity and an area in which there is no simple answer. There is no real solution to the problem of the "tip of the iceberg," because the rest of the iceberg is there and it will rise up.

I am glad you have mentioned this, because it is unfortunate that so much of the attention of Parliament and the work of this committee has been devoted to "Seven Days", since that is not the whole of the problem.

In connection with this I have brought here this morning a document which I think would be useful to the Committee, and with the permission of the Chairman and the Committee I would like to table it.

What we are really discussing here is the department of public affairs of which "Seven Days" is a very noticeable part—but only that. It is a very noticeable part; it is not the whole and not the greater part.

In the last three months Marc Thibault, the general manager in the French network, and I have prepared a document which sets out what the public affairs department is and what it does and what it has to do and what it means. This document was approved by the management of the Corporation and would have been submitted in Halifax had things gone differently. Unless the senior corporate representatives here have any objection I would like to table this

document because I believe the Committee could learn a great deal from it about the public affairs department and its function in the country.

The CHAIRMAN: Is that agreed?

Some hon. MEMBERS: Agreed.

● (11:20 a.m.)

Mr. MATHER: Mr. Chairman, that completes my questions.

The CHAIRMAN: Would you proceed now, Mr. Prittie?

Mr. PRITTIE: Mr. Chairman, my first question is not too closely related but I am not clear about this reference to Mr. Watson's loyalty.

Mr. LEWIS: Mr. Chairman, if I may interrupt, before Mr. Prittie commences may I ask if we could have copies of this document, or is it too large to distribute? If we wait for the transcript we may have to wait a week, or even more.

The CHAIRMAN: That will be checked.

Mr. PRITTIE: Mr. Haggan, I am still puzzled about these references to Mr. Watson's loyalty, not to the Corporation but to the country. What has he said or done, and what do they mean by this? I do not understand it.

Mr. HAGGAN: I think that I understand it now. I did not when it was said to me but I do now. As I think the Committee has been told, the corporation is most eager that Mr. Watson should undertake an important bicultural program which we hope to start in the fall of this year and, in connection with this, Mr. Walker felt he should know something of Mr. Watson's views on the burning question of the relationship between the two founding communities in this country.

Mr. PRITTIE: And, was he dissatisfied with what he learned about Mr. Watson's views?

Mr. HAGGAN: I understand he was completely satisfied.

Mr. PRITTIE: So, there really is not a question any more of that particular loyalty?

Mr. HAGGAN: No; and, in the way described by some, I do not think it ever was a question.

Mr. PRITTIE: You were present when I questioned Mr. Leiterman about the BBC and the way their public affairs programming was handled. You may recall that I asked Mr. Leiterman the difference in attitude between the way the BBC was run and I was thinking of such programs as Panorama and T.W.3—and the CBC's attitude toward "Seven Days". In reply Mr. Leiterman said that the director general of the BBC encouraged controversy whereas CBC management was looking for tranquility, if I remember his words correctly. I concluded from that particular line of questioning that Mr. Leiterman thought the structure did not matter so much—that is, the different structures in the two corporations—but it was a question of the people and the views they held with regard to programs.

of public affairs which may arouse controversy. May I ask if you generally agree that it is the attitude on the part of management?

Mr. HAGGAN: Yes, the attitude is very important. The senior officers of the CBC are certainly on record, I think, both internally and externally, as favouring controversial programming. But, it is when you try to do it that the difficulties arise. I think I should add, for instance, that they are very sincere in what they say they believe there should be but when they get right down to it there is a tendency to create a system of control so tight that it is a continual fight to do controversial programs. I do not believe this to be true of the BBC, although I am no expert on that. But, I think one thing that must be remembered is that for one reason or another the BBC director general is a tremendously experienced newspaper man, radio correspondent, television correspondent and, therefore, he takes a very special interest as well as a professional interest in public affairs programming and, because of this, he can operate closely with the people who produce those programs. Now, that is because he is the sort of man with the sort of background that he has. But, I do not think if you were to set up the same relationship as Mr. Leiterman suggested, that he should report to me and that I should report to Mr. Ouimet, that that necessarily would bring about a great improvement because Mr. Ouimet has a different background.

Mr. PRITTIE: You have answered the question I was going to put. Then, you think the person who has the most senior position in the BBC presumably, because of his background, understands more about programming than CBC top management.

Mr. HAGGAN: So far as the BBC is concerned, I am an observer. This is what I see but I do not know.

Mr. PRITTIE: You are the general supervisor of public affairs; how many other departments in the corporation have persons of similar rank? In other words, what are the major departments that have general supervisors? There is news, but what else?

Mr. HAGGAN: It happens in the news department he is called chief news editor; he is the person equal in status in the Corporation to me. There are other departments such as farms and fisheries; schools and youth, religious and institutional; drama; light entertainment; sports; features, and I think that probably covers most of them. These departments on the English network are headed by network supervisors and there is a fine difference between the responsibility of these people. Also, with the exception of drama they are, in fact, in less controversial areas and draw less public attention to themselves.

Mr. PRITTIE: This is what I wanted to get at. Do problems of the same sort exist between the persons who head up these departments and the management as exist between the public affairs department and management?

Mr. HAGGAN: Well, since they do not get into controversial programming their contact with the management is very much less; they see very little of management. Now, I can tell you—and I think if you were to bring the right people before you, you would find the same answer—that it is certainly my



impression the problem of morale in the Corporation is not limited to news or news and public affairs; it runs through the English and French networks at the production level.

Mr. PRITTIE: Why is this so in the other departments then if they are not having the same problems that your department has. You spoke about the excessive amount of supervision of "Seven Days". If they are not subjected to this what is the reason for the poor morale?

Mr. HAGGAN: You are asking me for my observation?

Mr. PRITTIE: Yes.

Mr. HAGGAN: I would say that it is the general feeling of dissatisfaction within the production group about the direction of the Corporation. I think you might be surprised of the extent to which producers and supervisors in other departments are concerned and upset when they see the public affairs department having a great deal of trouble. I should also mention the news department because the news and public affairs departments are, in a sense, the most noticeable parts of the Corporation. Another reason for this—and it is difficult to say who is to blame for this; not that I am trying to blame anyone for anything—is the very heavy downward pressure on programming budgets. This is a very distressing thing for producers and departments. I am subject to correction, but it is my impression on the whole that in the past three or four years there have been no real increases in program budgets. Now, it is very distressing, as I say, to have a situation where you are, in fact, in a decreasing budget position because costs rise; it is unfair, I know, but it is a factor, and the people in production do not have that much confidence in management. They see management receiving extremely large sums of money from the Crown they see these sums of money increase by what looks to us like very healthy figures and they discover that a minimum amount of this is available for program improvement. Now, I am not naive and I know perfectly well how costs increase, particularly salary costs, and I know something of the problem the Corporation has but, again, because of the bad climate and the lack of confidence the management does not have the sympathy of its production department on this matter.

Mr. PRITTIE: In this memorandum to the president?

Mr. HAGGAN: Yes.

Mr. PRITTIE: On the first page you mention the cuts in the budget for your department, and I would like to quote the following:

The T.V. network has explained that the scheduling changes are necessary to meet head office directives that commercial revenue be increased, and the budget cuts to help meet a corporate commitment to increase the income of ACTRA membership.

You may not wish to answer this question, but are you satisfied these are the reasons the budget changes were suggested for your department?

Mr. HAGGAN: I am satisfied they are the reasons given to me and my colleagues in Mr. Hogg's office by the television network authorities; however management has developed some global figures which suggest that there is more



program money in public affairs in the year 1966-67 than there was in the year 1965-66. It is very difficult to cope with global figures of this kind because there are many distorting factors involved, and it would take more accountancy reserves than we have in public affairs to make a sensible rationalization. The fact remains that we have had cuts in the budgets of our regular programs, all of which are under-budgeted.

Mr. PRITTIE: Let us then assume that the statements given here are correct and that they are trying to raise more commercial revenue. It has been suggested a number of times that the Corporation receive a budget for a period of years rather than having to come to Parliament each year for its budget. Do you think that sort of arrangement, where they had one for three or four years, would give more stability to the internal allocations within the Corporation's departments? Would it decrease the amount of commercial revenue they have to go out and raise?

Mr. HAGGAN: If I could deal with these two points, first of all, with great respect to the institution of Parliament, I do not think it is a good idea for an institution as complex, in a sense, as the CBC is, to depend on an annual grant, and I think everyone who has studied the CBC, including Mr. Fowler and Mr. Glasco, confirm this. It is obvious that a more reasonable allocation or rational use of funds would be available if they were provided on some kind of rolling five year basis. But, I think these questions are better put to senior officers.

Mr. PRITTIE: I will come to my last question, and this may have to be an observation. If we accept Mr. Leiterman's point that management is worried about controversy would they be less worried if they did not have to come to Parliament each year? I am thinking again of the BBC which probably has more independence than the CBC in this respect. Would the CBC then perhaps be a little braver, if I may put it that way, in public affairs programming and not so worried about criticism if they had a longer period in which to operate on their budget?

Mr. HAGGAN: I think this is quite true, yes.

The CHAIRMAN: Would you proceed now, Mr. Stafford.

Mr. STAFFORD: Mr. Haggan, if I recall correctly, the other day you said something to the effect that during your time with the CBC you never heard a single constructive program suggestion from top management.

Mr. HAGGAN: I think I said positive, useful or helpful.

Mr. STAFFORD: Well, actually, if top management were to come out with too many of those kinds of suggestions it would not need the staff of 40 people on "Seven Days". Do you not feel that your position is one where you should pick out what it does not want rather than keep suggesting what the program should be all about?

Mr. HAGGAN: I think that is true. I agree, but I would say that if there was a greater degree of confidence between us, if they understood us better and if we understood them better, the things they pick out and do not like would be much more readily and constructively dealt with

Mr. STAFFORD: How do you explain the level of program achievement of the CBC if management has no understanding of programming?

Mr. HAGGAN: I am bound to say it is my observation in the eight years I have been with the Corporation that the program achievement of the CBC and the program freedom of the CBC is maintained and preserved at the network levels.

Mr. STAFFORD: Did not management take the initiative in asking public affairs to develop a new centennial program which we heard discussed the other day?

Mr. HAGGAN: No.

Mr. STAFFORD: Who did?

Mr. HAGGAN: I did.

Mr. STAFFORD: You are part of management then?

Mr. HAGGAN: Well, yes, very much so, but I understood you to be referring to the senior management.

Mr. STAFFORD: I was for the moment. Now, referring to the Juliette show for a moment, I understand she is a free lance performer under contract?

Mr. HAGGAN: Yes, I imagine so.

Mr. STAFFORD: I understand that even a few years ago she had a much better opportunity of increasing her income in the United States than she had in Canada and that she turned it down to work for the CBC?

Mr. HAGGAN: I do not know but I do not doubt it.

Mr. STAFFORD: At least, that has been said.

Mr. HAGGAN: I did not hear it but I am quite sure it is very likely true. I am not arguing it.

Mr. STAFFORD: And yet you do not hear the same remarks about her in Canada today, do you?

Mr. HAGGAN: No.

Mr. STAFFORD: Do you remember the political interview programs that were discussed?

Mr. HAGGAN: Yes.

Mr. STAFFORD: Questions were raised with regard to the program counsel planning the political interviews prior to election, and it was recommended by you that the interviews be conducted by Mr. Watson and Mr. Troyer.

Mr. HAGGAN: I told the program counsel that we were planning to do this series of political interviews and that the interviewers would be Mr. Watson and Mr. Troyer. This was really in the nature of a report to the program counsel on my part. The reason why I am being careful with my words, Mr. Stafford, is that at that meeting I did not have in my mind any firm view about who the interviewers should be. I was informed they were to be Watson and Troyer and I was reporting that fact. Had I been informed that they were to be Watson and LaPierre, I would have so reported.

● (11:40 a.m.)

Mr. STAFFORD: In other words, you discussed the fact that it would be best to do it that way because of the inadvisability of using LaPierre owing to his political leanings?

Mr. HAGGAN: The LaPierre subject never came up at that meeting, to the best of my recollection. The proposal was accepted on the basis that the interviewers would be Watson and Troyer.

Mr. STAFFORD: But then it happened that LaPierre was put back on the program.

Mr. HAGGAN: I can tell you exactly what happened, if that is what you wish me to do, Mr. Stafford.

Mr. STAFFORD: Might I ask you one question first? Did exactly what happened come as a result of the staff of the production unit threatening to strike or walk out?

Mr. HAGGAN: No.

Mr. STAFFORD: Did it have anything to do with that?

Mr. HAGGAN: No. The recommendation that the interviewer should be Watson and LaPierre was always the producer's intention.

Mr. STAFFORD: Why was that opinion changed?

Mr. HAGGAN: What opinion?

Mr. STAFFORD: Of Patrick Watson and Troyer on the program instead of Watson and LaPierre?

Mr. HAGGAN: I thought I said that it was always the intention of the producers that the interviewers should be Watson and LaPierre.

Mr. STAFFORD: But then it was determined, above the producer, that Watson and Troyer should be on the program.

Mr. HAGGAN: I have offered to tell you what happened.

Mr. STAFFORD: Tell me.

Mr. HAGGAN: I will tell you. In connection with this proposal to interview the political leaders on "Seven Days" a dry run was done—a rehearsal, if you like—and the interviewers used in that dry run were Watson and Troyer. Hugh Gauntlett, the supervisor of "Seven Days", reported to me in detail, although I had discussed it with the producers in general, that it would be advisable to do the interviews using Watson and Troyer. He was of that opinion on the basis of the fact that he had been at this dry run and had formed the view that this is what was to be done. In fact it was done that way only because LaPierre was not available that day. That is where the original misunderstanding occurred.

Mr. STAFFORD: Had you been aware for some time that top management had expressed certain dissatisfaction with LaPierre?

Mr. HAGGAN: That is true. Even when LaPierre was on the Inquiry Program from Ottawa in 1963-64 there were suggestions raised about him.



Mr. STAFFORD: So it did not come as any great surprise to you in January that top management were not anxious to renew his contract?

Mr. HAGGAN: Had it been put to me in that way, it would have come to me as no surprise.

Mr. STAFFORD: Were you willing to gamble at that time that top management could not make this stick?

Mr. HAGGAN: I am afraid I must take the strongest exception to that question, Mr. Stafford.

Mr. STAFFORD: Were you willing to gamble in any way that they would make it stick?

Mr. HAGGAN: I do not think I can answer your question put to me in those terms.

Mr. STAFFORD: Why did you not vigorously pursue this upwards at that time to see what you could do about it rather than disregard it and let the situation stand?

Mr. HAGGAN: Let me tell you why, and I think I am answering the question you tried to put to me in another form. In November the Corporation informed me that the program "Seven Days" would be taken off at the end of the year, in December.

Mr. FAIRWEATHER: You mean the end of the season or the year?

Mr. HAGGAN: The end of the calendar year. This was the word in November.

Mr. STAFFORD: You mean that would be the next month? If this were in November, then, in other words, you expected "Seven Days" to end the following month. Is that correct?

Mr. HAGGAN: That was what I was told.

Mr. MATHER: By whom?

Mr. HAGGAN: As a matter of fact both these conversations took place when I was out of town on business, so I heard about them from my associates and from Mr. Hogg. However, I believe that Mr. Walker had meetings with Mr. Hogg, Mr. Peter Campbell, my principal assistant, and Mr. Gauntlett, on both these matters. In December I was told that I should not make any recommendations for the return of "Seven Days" in the fall of 1966, and that no such recommendation would be considered. I was also told that I had to turn my mind to the development of another program. Indeed I had long and solid discussions with Peter Campbell and Hugh Gauntlett about another program. In January I was told that the program could come back but that four people had to be taken off it.

Mr. STAFFORD: Who are they?

Mr. HAGGAN: Watson, LaPierre, Zolf and Faibish.

Now, what had been happening was that after the very difficult incident in the early part of the program, the program had settled down and was running



very smoothly. I heard nothing about the Watson and LaPierre matter, or the Faibish, Zolf matter, from January until April, and it seemed to me that as the program was doing a solider and solider job and coming on regularly every week in an efficient and workmanlike manner, the management was quite properly and sensibly altering its view from the November decision to the December position to the January position. It would normally be my experience in my job that if the Watson and LaPierre thing continued to be a major consideration of management, I would have heard about it very soon again. So I think maybe that answers your original question.

Mr. STAFFORD: Actually it is my understanding that the CBC has about 8,000 people working for them. Is that correct?

Mr. HAGGAN: I am told this is so.

Mr. STAFFORD: And the staff on "Seven Days" is a very small proportion of that, naturally.

Mr. HAGGAN: Very small.

Mr. STAFFORD: And the network programming of the CBC amounts to about an average of 65 hours a week for 42 weeks. Is that correct?

Mr. HAGGAN: I do not know that figure.

Mr. STAFFORD: Would it be somewhere in that area?

Mr. HAGGAN: Is that the CBC production or the total network?

Mr. STAFFORD: The network program.

Mr. PRITTIE: In the English language? Remember there are four T.V. networks.

Mr. STAFFORD: Yes.

Mr. HAGGAN: Including imports from the United States?

Mr. STAFFORD: Would this be somewhere around that figure?

Mr. HAGGAN: I have never done that sum.

Mr. STAFFORD: Is it correct to say that the "Seven Days" program itself would be a rather smaller proportion of the whole, that is, in time alone?

Mr. HAGGAN: Very much so.

Mr. STAFFORD: So that when you did hear in January about a positive expression of Mr. Walker's opinion about not renewing Mr. LaPierre's contract, you do know him as a man who when he says something, he means it? Does he?

Mr. HAGGAN: Yes.

Mr. STAFFORD: Were you here the other day when Mr. Leiterman said he considered the big thing here is the breakdown in communication from the top right down?

Mr. HAGGAN: Yes, that is Leiterman's view.

Mr. STAFFORD: Is it not correct to say that Mr. Walker said nothing to you that day to indicate that you were to keep this a secret with either Mr. Watson or Mr. LaPierre?

Mr. HAGGAN: Are you now referring to the meeting in January? My conversation in January was with Mr. Hogg.

Mr. STAFFORD: I am sorry. I do not know these people. Mr. Hogg did not tell you to keep this a secret, did he?

Mr. HAGGAN: No, he did not tell me to keep it a secret but Mr. Hogg made it clear he did not expect me to discuss it with Watson, Leiterman and LaPierre.

Mr. STAFFORD: Did he tell you so?

Mr. HAGGAN: No, he certainly did not tell me to discuss it.

Mr. STAFFORD: You understood, by what Mr. Hogg told you, that it came from Mr. Walker?

Mr. HAGGAN: Yes.

Mr. STAFFORD: When Mr. Hogg discussed with you the fact that Mr. LaPierre's contract would not be continued when it expired, Mr. Hogg did not tell you—I want to make sure I have this right—not to tell Mr. LaPierre?

Mr. HAGGAN: No, he did not.

Mr. STAFFORD: So you could have, in fact, passed on the knowledge of the contract not being continued further down the line?

Mr. HAGGAN: Had I known nothing about my business, I could have, yes.

Mr. STAFFORD: How do you account for the fact that even after Watson and LaPierre had finally found this out, the program was just as good as ever?

Mr. HAGGAN: I did not understand you.

Mr. STAFFORD: Has the program fallen in popularity since they found out about the non-renewal of contracts?

Mr. HAGGAN: No.

Mr. STAFFORD: You implied that because you know your business you considered that Watson and LaPierre would be so upset about all of this that they could not carry on. Why is it that they can do so now?

Mr. HAGGAN: I think the set of circumstances is a totally different one.

Mr. STAFFORD: You do? In other words, the knowledge that the contracts are not going to be renewed is less serious now than it would have been in January?

Mr. HAGGAN: Very much so.

Mr. STAFFORD: Actually, a professional actor or performer is not supposed to be affected by these things; is that it?

Mr. HAGGAN: I do not think that either Watson or LaPierre are professional actors or performers in that sense.

Mr. STAFFORD: There would have been no breakdown in communication had you continued on with what had come from Mr. Walker to Mr. Hogg to you. If you had continued, Mr. Leiterman's objections would not have been too valid, would they?

Mr. HAGGAN: If you take a mechanical view of communication, then what you say is true.

Mr. LEWIS: Which Leiterman did not.

Mr. STAFFORD: Mr. Leiterman is also a man of very strong opinions, is he not?

Mr. HAGGAN: Yes, he is.

Mr. STAFFORD: Did you happen to hear the one sentence he used when he said: "The edicts from high up were becoming so intolerable—"? Did you hear that?

Mr. HAGGAN: No, but I might have. I well believe he said it.

Mr. STAFFORD: You do consider that a very strong method of expression, do you not?

Mr. HAGGAN: I would say yes.

Mr. STAFFORD: So that even after January you did not try in any way to go up the line to see what you could do about the contract of Mr. LaPierre, for example?

Mr. HAGGAN: Mr. Hogg was aware of my views.

Mr. STAFFORD: But you did not attempt to do so? If you thought you could do so, would you have tried to get an interview with Mr. Walker, if you tried real hard?

Mr. HAGGAN: I could readily have had an interview with Mr. Walker.

Mr. STAFFORD: And you could have discussed this matter with him?

Mr. HAGGAN: I could.

Mr. STAFFORD: But you did not bother to do so?

Mr. HAGGAN: I did not do so.

Mr. STAFFORD: Just to review this at the expense of repetition, Mr. Leiterman's main objection was, I think, that a thing like this could happen without him knowing about it.

Mr. HAGGAN: Mr. Leiterman's objection to what?

Mr. STAFFORD: He said here the big thing in the breakdown of communications was the fact that a thing like this could happen without his knowing about the non-renewal of those two contracts.

Mr. HAGGAN: I do not have the transcript, Mr. Stafford.

Mr. STAFFORD: You were not here?

Mr. HAGGAN: I do not know if I was or not.

Mr. STAFFORD: That is all, thank you.

Mr. McCLEAVE: I have several questions, Mr. Chairman.

First, Mr. Haggan, did the strained relations develop between the public affairs department and management after the program "Seven Days" had

started? Is this where the breakdown became aggravated or had it been building up for a number of years?

Mr. HAGGAN: There has been a lack of confidence between the public affairs department and management in the whole of the time that I have been with the Corporation. It became much more severe after the program "Seven Days" appeared.

Mr. McCLEAVE: Was this aggravated because of senior management's views of "Seven Days"?

Mr. HAGGAN: I think it came about because of senior management's views of "Seven Days".

Mr. McCLEAVE: My second question is: Are you requesting action of this committee, or for Parliament to step in in some way, to resolve what you regard as a very bad situation involving the link-up between management and your particular department?

Mr. HAGGAN: I have requested nothing, Mr. McCleave.

Mr. McCLEAVE: Did you prepare the document titled "Request to the president for reconsideration of several head office decisions"?

Mr. HAGGAN: Yes.

Mr. McCLEAVE: Did you not set forth four points on page 7?

Mr. HAGGAN: This was a request of the president.

Mr. McCLEAVE: I will put it this way: What do you ask this Committee to do?

Mr. HAGGAN: I have come to this Committee because I was asked to come, and I have answered any questions I have been asked as best I can. That is my only relationship with this Committee.

Mr. McCLEAVE: May I turn now to the firing of Mr. Southam. Was this done to set an example on the proper budgeting of programs? Is that what you regard as the nub of his dismissal?

Mr. HAGGAN: I think that might well have been in the management's mind.

Mr. McCLEAVE: Which particular program was it that was under fire for having allegedly gone well beyond the budget?

Mr. HAGGAN: It was the second satire program that Mr. Southam did this year—this television year—from Ottawa.

Mr. McCLEAVE: Was that the one on Parliament?

Mr. HAGGAN: Yes.

Mr. McCLEAVE: Was a greater amount expended on this program than was set in the budget that was laid down for this program? Did he knock the budget askew with this one program?

Mr. HAGGAN: This appears to be the position that management takes. It is not borne out by the producers' own very full and fair report of the matter.



Mr. McCLEAVE: What concerns me, and I imagine others, is that we are in a field where if the producers have too much freedom or leeway there may be a complete disregard of the budgets, the moneys that are available to that department.

Mr. HAGGAN: I think I can answer that right away. The public affairs department has operated for years within its budget. As long as I am the general supervisor, it will continue to operate within its budget. There is no question of rash or gross budget over-expenditures in the public affairs department.

Mr. McCLEAVE: Is there a chance that a producer could run hog wild if he is given carte blanche to run up bills in producing a particular program?

Mr. HAGGAN: Certainly not. He is given a budget for that program. Let me say first of all that budgets are normally, in fact for all intents and purposes, given to a program series. There is no suggestion that each program is produced for the average amount provided. In other words, if out of \$100,000, 10 programs were produced, nobody would expect you to spend \$10,000 on each. However, a financially prudent producer will always have a very clear idea of what a given program is to cost. In the case in question, the amount for production of this program had been allotted to Mr. Southam by the executive producer, Mr. Nielsen, and what is expected of Mr. Southam is that he produce the program within a reasonable margin of the amount provided. If, in the course of production, he finds that his show is going to cost more than he had foreseen—and this is not unusual—he must then notify the executive producer who, on the basis of his over-all financial position in the series, and more specifically on the basis of what he thinks this given show is worth, may or may not approve an extra expenditure of funds.

Mr. McCLEAVE: My final question concerns the centennial year. Are there any centennial year programs fitted within your department of public affairs?

Mr. HAGGAN: There are a number.

Mr. McCLEAVE: Is this program, that you have spoken of as having a reduced budget, going to affect the CBC coverage of the centennial year?

Mr. HAGGAN: As I understand it, the centennial budgets come from a special source and should not be either put into or taken out of the regular program budget.

Mr. McCLEAVE: So that while the public affairs will be looking after some of these programs for the centennial year, the budget for those programs would not be allocated to public affairs?

Mr. HAGGAN: It is allocated to public affairs but, if you like, it is a separate allocation from the allocation to regular programming.

Mr. McCLEAVE: So you do not think there will be any crippling of what can be done for the centennial year in the framework of the problem that you have given us, the budget problem that you have?

Mr. HAGGAN: No.

Mr. BASFORD: I have just a few questions which I would like to clear up. When Mr. Southam was let go without cause it was on a ninety-day cancellation provision. I take it that under the contract he received full payment during those ninety days. Is that right?

Mr. HAGGAN: Yes.

Mr. BASFORD: Were there any requests for his services during the ninety days?

Mr. HAGGAN: Yes, I believe the Ottawa area supervisor and the supervising producer had at least, to my knowledge, once asked that he be used to produce a program.

Mr. BASFORD: So this man, who is drawing a salary paid by the taxpayer, is not used?

Mr. HAGGAN: That is true, he was not used.

Mr. BASFORD: Mr. Lewis made an interjection. Are you sure he was drawing the ninety-day salary?

Mr. HAGGAN: Yes.

Mr. BASFORD: On page 5 of your statement to the management you deal with Mr. Ross McLean. The subject is covered very briefly in the statement which reads as follows:

To date, permission has been refused—different reasons are given from time to time but the reason appears to be as in the case of Patrick Watson—disloyalty to senior management.

● (12:00 noon)

Could you explain that statement a little more?

Mr. HAGGAN: Yes. It has seemed to me that a number of things have been chalked up to Mr. McLean's account, some absolutely clear and others, perhaps, not so clear, in my view; but when you get down to specific discussion, you are always told about what he said when he left the corporation and what he said one night on "Front Page Challenge". These seem to be matters which rankle.

Mr. BASFORD: What did he say?

Mr. HAGGAN: I cannot for the life of me remember, Mr. Basford. I think what he said on "Front Page Challenge" was something critical of some of the light entertainment programs of the Corporation. I cannot really remember.

Mr. BASFORD: Would it be your view that that is disloyalty to senior management collectively, or individually?

Mr. HAGGAN: The phrase "disloyalty to senior management" is not mine. I am quoting it. But I always assumed that it was a collective term.

Mr. BASFORD: Do you believe that is the real reason?

Mr. HAGGAN: I believe that certain people in senior management have tried very hard to bring about the re-employment of Ross McLean on an annual basis, but have not succeeded.

Mr. BASFORD: It would appear, then, that senior management is divided on whether Ross McLean should be employed or not?

Mr. HAGGAN: I believe that to be true, but I do not want to go any further in discussing it.

Mr. BASFORD: There is one point which I would like to clear up. You mention on page 6 what happened in the firing of Watson and LaPierre, and you say that "...two clear agreements with the General Supervisor have been broken..." I am a little unsure of the two.

Mr. HAGGAN: Well, they were clear agreements, in my mind. The first one was that I would have an opportunity to recommend what disciplinary action, if any, was merited in the case of Mr. Southam after he has made his report. The second one was that when I talked with Mr. Walker on April 5, I understood that I was to be given several days to consider the import of what he said and discuss it. The next day he took the unilateral action which gave rise to so much trouble.

Mr. BASFORD: I am trying to see if we could complete your evidence this morning—

Mr. HAGGAN: That would be very nice.

Mr. BASFORD: I have forgotten this. When did you join the CBC?

Mr. HAGGAN: In 1958.

Mr. BASFORD: What changes in senior management have there been during that period?

Mr. HAGGAN: No material change.

Mr. BASFORD: Has anyone left, or been added to, senior management?

Mr. HAGGAN: Talking about the area of senior management which, of course, is the area with which I deal, Mr. Eugene Hallman was brought to Ottawa in, I think, 1960, and made vice president of programming.

I believe, also, that it was in 1959, after I joined the Corporation, that Captain Briggs became statutory vice president.

Mr. BASFORD: So for the period from 1960 to 1966, which is six years—Well, let me put it this way: In the period of 18 years there have been two changes?

Mr. HAGGAN: I cannot answer that. I have only been with the CBC eight years.

Some hon. MEMBERS: Eight years.

Mr. BASFORD: Yes; 1958; I am sorry. Those are the only two changes in senior management in that period.

Mr. HAGGAN: Affecting me, or in the area of senior management with which I deal.

Mr. BASFORD: Where did Mr. Hallman come from?

Mr. HAGGAN: Mr. Hallman was a network programming official in Toronto before he became vice president of programming.



Mr. BASFORD: And where did Captain Briggs come from?

Mr. HAGGAN: Captain Briggs was a director of the Maritimes Region for CBC.

Mr. BASFORD: That is all.

The CHAIRMAN: Mr. Mackasey?

Mr. MACKASEY: I apologize if some of my questions have already been asked on Thursday. I was unavoidably absent.

How many programs do you have on television at the present moment, which come under the definition of "public affairs"?

Mr. HAGGAN: On television?

Mr. MACKASEY: Yes; in the general category of a public affairs program?

Mr. HAGGAN: Well, I have "Seven Days", "The Sixties", "The Public Eye", "Viewpoint", "The Nature of Things", which is a science series, "The Umbrella", which is an arts series, and "Take 30", which is a daily afternoon program.

Mr. MACKASEY: There are quite a few of them, in other words.

Mr. HAGGAN: Yes.

Mr. MACKASEY: If we were using audience ratings as the measure of success one would have to say that "This Hour Has Seven Days" is by far the most successful of your programs?

Mr. HAGGAN: By that measure.

Mr. MACKASEY: By what other measures do you evaluate programs?

Mr. HAGGAN: We do not attempt in public affairs to reach the largest possible audience all the time. Sometimes we program for relatively a very small audience. We have a series called "Extension" which is done in co-operation with a university and which is not a network program, but which is bicycled—if you know that term—around our stations. It comes on early in the day, and I do not have any figures, but it would have a very small audience.

Mr. MACKASEY: Mr. Haggan, I do not know if you are aware of this, but the other night, when I was discussing—to use the phrase—with Mr. Leiterman this particular program, "This Hour Has Seven Days", at that time I expressed the opinion that its success was due to the fact that it combined entertainment and biased sensationalism with public affairs to come up with a very successful or popular format. Am I very far off the mark in this analysis?

Mr. HAGGAN: It is your analysis. I would prefer to say that it contains entertainment; that it presents a large number of very sharp points of view and that it has emotional appeal—which, I think, is the way I would prefer to put it, rather than to say that there is "sensationalism" which has got a certain meaning.

Mr. MACKASEY: Would you agree that it does have a high degree of controversy?

Mr. HAGGAN: Yes, it has.



Mr. MACKASEY: And certainly a high degree of entertainment?

Mr. HAGGAN: Yes.

Mr. MACKASEY: I think, traditionally, that public affairs programs, at least on the CBC, have always contained a certain degree of balance.

Mr. HAGGAN: Yes.

Mr. MACKASEY: It seems to me—and correct me if I am wrong, because this is what I want to find out—that if this high degree of balance was maintained on “Seven Days” it would eliminate, unfortunately for the audience at least, a lot of the controversy, or some of the appeal of the program. Therefore, what I am trying to find out, with regard to Mr. Watson, Mr. Leiterman and Mr. LaPierre, is whether the bias that is being reflected is that of all three, or of Mr. Leiterman, or of Mr. Watson—

Mr. HAGGAN: There is no consistent bias in “Seven Days”. If there was this would be an intolerable situation.

Mr. MACKASEY: Do you feel that it is a balanced program?

Mr. HAGGAN: I do not use the word “balanced”. I think it is a fair program.

Mr. MACKASEY: You see no bias. What do you believe—

Mr. HAGGAN: No consistent bias, I said.

Mr. MACKASEY: In any particular area, or in general?

Mr. HAGGAN: In general.

Mr. MACKASEY: I will come back and use what is, perhaps, the simplest example—the capital punishment debate. I felt that there was a definite bias in that program, revolving around the debate, and I think that the bias was towards the abolition of it.

Mr. HAGGAN: I think I would have to agree with you, yes; but I think, also, that the retentionist position was clearly stated, too.

Mr. MACKASEY: On this program?

Mr. HAGGAN: Are you talking about one show?

Mr. MACKASEY: I am not criticising the program, but—

Mr. HAGGAN: Are you talking about one particular program, or the program “Seven Days”?

Mr. MACKASEY: “Seven Days”.

Mr. HAGGAN: I agree.

Mr. MACKASEY: I am sorry; all of my remarks, other than my opening question, have been in connection with “Seven Days”.

Mr. HAGGAN: I was wondering whether you were talking about one particular show in the series, or about the program as a whole.

Mr. MACKASEY: In other words, you feel that the other side of the coin is sometimes illustrated or portrayed in another program? For instance, if in a particular program you show a bias towards abolition do you necessarily, later on in the series, produce a program showing a bias in favour of retention?

Mr. HAGGAN: I think we see to it that the retentionists' position is fairly presented.

I think it is no secret to the members of the Committee that practically every communications medium has tended, on this issue, to be abolitionist. This is the difficulty we have.

Mr. MACKASEY: The reason I have used this particular example is that I am an abolitionist and I have spoken that way in Parliament. Therefore, I am trying to be fair in presenting the retentionist side.

But my criticism, or observation—it is not really criticism—is that I think it is just as valid in this particular program's treatment of Viet Nam. There was the fact that Mr. Leiterman, on one particular program, had an interview with, I believe, Mr. Bundy. I did not see the program but I have discussed it with people who did, and I gather that Mr. Bundy was on the defensive under the line of questioning; and I have thought, as one who has viewed the program, that this program has consistently portrayed the viewpoint of North Viet Nam to the detriment of the other side of the coin and, therefore, it reflects a consistent anti-American bias in the particular program.

I am puzzled about how balance can come into it and not spoil the program, and I think this is your problem as supervisor of this particular segment of the CBC.

Mr. HAGGAN: It is very much my problem. The only thing I could do really on this, that would be helpful, would be to ask the program to prepare a statement of everything they have said on Viet Nam.

Mr. MACKASEY: Why I am asking you this—and I intend to ask management—is that if this is part and parcel of management's obvious degree of sensitivity towards this particular program, you have come up with the necessary format for popularity. The popularity is based on the degree of controversy, and this controversy is based on the necessary bias in the opinions expressed on the program. I am just wondering who decides the direction of this bias—whether it is Mr. Leiterman, or whether there is a general directive coming out of the department.

Mr. HAGGAN: I do not accept that there is consistent bias in the program, you see. The program deals with hundreds and hundreds of subjects every year and in many different ways, and all sorts and conditions of men appear on it. The hosts react to whoever is there. They will often take positions diametrically opposed to those of their guest. I would remind you of the recent interview with Dr. Han Suyin by Leiterman. Leiterman took practically a Wall Street attitude to Han Suyin because she was going so far in the direction of Communist China. This does not mean that Mr. Leiterman has this Wall Street position, but he was putting it to her.

Mr. MACKASEY: He was taking positions in some of his questions which were not quite Wall Street. But she was a very competent witness and quite capable of handling Mr. Leiterman.

Mr. HAGGAN: He was capable of handling her, too.

Mr. MACKASEY: I recall another program concerning capital punishment in Toronto. I meant to ask Mr. Leiterman this and I forgot. I got the impression that if the person being interviewed had not been a strong person the audience could conceivably have been left with the opinion that this man was a sadist; but he did step in and express his point of view when I thought the interviewer was in bad taste. I do not know if you recall the program. I am just trying to point out that some of the success of the program has to do with this type of belligerent questioning.

I am trying to find out if this is one of the main reasons why management is so concerned.

Mr. HAGGAN: I would say in this case you would need to use "management" in the broadest application. I am also concerned here and it is something I watch very closely week by week to see. I think, though, on the use of the term "bias", in some cases at least that you could also use the word "challenging". A program can be a challenge. I think it is obvious why they are taking points of view. In the capital punishment case we went to some lengths—I am not an expert on this, I assure you—to get the most competent person to answer the questions. There are certain people who could have been trapped by Watson, but they sought out a person of special competence.

Mr. MACKASEY: In other fields of communication where controversy is of the essence, such as "Hot Line" programs, or certain columns by ex-politicians, there is usually a little notation at the bottom of the column stating, or implying, that if there is any bias being shown in the column it is due to the fact that the writer is a former member of a particular political party, or, on the "Hot Line" type of program it emphasizes that the expressions of opinion are not necessarily those of the management. This is the type of approach, I think, that would also be appropriate in this particular program; in other words, if the audience were warned of the—I will not use the word "bias"—of the slant, because I realize that your opinion is that there is no particular bias, but I happen to think that there is—

Mr. HAGGAN: Not consistent bias.

Mr. MACKASEY: I would suggest that this type of warning should be given very time this program is shown.

Mr. HAGGAN: Well, I cannot agree with you because I do not agree that there is consistent bias in the program.

Mr. MACKASEY: Well, I appear to have got off my line of questioning. You are entitled to your opinion and I am entitled to mine.

I will now come to page 7 of your very fine request to the president—and he has nothing to do with the program in general—but as a strict believer, Mr. Haggan, in the Canadian Broadcasting Corporation as one of our last remaining defences against complete infiltration from the United States, and as a Canadian who lives in the province of Quebec, I have been very disenchanted with the failure of senior management, or their advisers, at the CBC to do something about improving relations between the two founding races of this country. This is a real challenge which management has not met. Since this is a matter with



which I am concerned—and which, I am sure, also concerns you, Mr. Haggan—I would like to read a short paragraph starting at the bottom of page 7. It reads as follows:

It is particularly unfortunate that the position of the Department should be weakened and undermined at the precise moment when it wishes to embark, together with the French network department, upon a new and most vital programming project, the development of a truly national television magazine to be produced by a joint operations unit made up of English network and French network personnel, to be presented on both networks. Head office has expressed its enthusiasm for this project while making it clear that it must be financed by reducing other public affairs programming.

I think we should take note of this. I do not know whether you agree with me, Mr. Haggan, but it seems to me that this is a very shortsighted policy on the part of management, that it should reduce the effectiveness of other programs.

Mr. Haggan, could you give us an idea of what this is all about, or what you have in mind, or what the departmental line is?

● (12:20 p.m.)

Mr. HAGGAN: Yes, I could. Early in the year I had informal conversations with my opposite numbers on the French network and we decided that perhaps the efforts that we had made in the past and the efforts that the Corporation had made in the past to cope with the very important function of the CBC had been not the best and not properly directed. As a result of this, Mr. Marc Thibault and I, first of all, recommended to management that we have a meeting of the two departments, which would consist of a small group representative of the supervisors and producers, to see if there was not possible a different approach; and what we decided upon in our informal conversations was the setting up of a joint operations unit in Montreal which would be staffed by personnel from both networks who would work together on a series of programs. Now, perhaps the new thinking on our part was to take specific program projects and work with the French network in one way or another rather than take French network programs and transliterate them to our network and take English programs and transliterate them to their network; in other words, we should accept the basic fact the English network should broadcast in English to its audience and the French network should broadcast in French to its audience, and not try to fight that fact but to do co-operative work at the production level. Now, if I used an example of this I think it may be helpful to the Committee. Take a program about Canada's place in the Commonwealth; if the French network broadcasts it on their network and if we do the same and broadcast it on our network you will get two very different programs. Well now, if you make a joint unit and the joint unit makes two programs, one for presentation on the English network and one for presentation on the French network, on Canada's place in the Commonwealth, you are going to get a program that is not going to be like either of the others because it is going to contain the thinking and attitudes of both the main language groups. So, although you end up with an English program on an English network it



contains in it the views, attitudes, opinions and the substance of the history of both cultures rather than one. So, this is the sort of new thought that we are considering. The Mont Gabriel conference was a tremendously exciting experience for all who were present but I am ashamed to say that the first time the two networks had come together to have a joint meeting of this kind, we realized that time was not on our side; that we could not perhaps start in as small a way as we had hoped and that we would have to start with a reasonably massive production. So, we said to ourselves—and this was in the normal course of the three days conversation: we have the experience of the tremendously successful "Seven Days" in English and we have the experience of the very successful programs, *Aujourd'hui* and *Le Sel de la Semaine*, in French; let us take people from these two units, put them together and drawing on this experience come out with a program that will be instantaneously successful in the life of Canada, and that is what we are working toward.

Mr. MACKASEY: I must commend you for this because many enlightened people in Canada, both English and French are thinking along the same line. Do I understand you to say that your position is weakened only because of fear of the lack of financial assistance?

Mr. HAGGAN: No, it is not. More can be said about that, but you could say the Corporation cannot print money; that is obvious. There has been a little change since then. It is now pretty clear the first year of this will be financed out of the centennial projects; instead of cutting down our regular programs this one is being included with our centennial program. But, that does not alter the answer I gave Mr. McCleave because this is not the most important centennial project we could embark upon. I am more concerned with my general situation as it pertains to my department.

This program that we want to do, which we call "Quarterly Report" at the moment—and that name may be changed—was intended to be just as controversial and exciting, maddening and infuriating, and pleasant as "Seven Days". While this is our object, with this great weight pressing down on "Seven Days" to reduce it and to take from it the key to personnel who contributed tremendously to its success, it is not encouraging for either Mr. Thibault or myself, in offering the "Quarterly Report", to embark on the tremendously long, worrisome and heart rending battle for survival after what we see happening to "Seven Days".

Mr. MACKASEY: I have exhausted my time but, in conclusion, as one who has a foot in each of the two cultures of this country, being an Irishman and, therefore, of a minority in Quebec, may I say that if the program you contemplate brings both points of view forward it will be justified; it will justify the existence of the CBC and, I hope your program becomes a reality.

The CHAIRMAN: You are next, Mr. Stanbury.

Mr. STANBURY: Mr. Chairman, I am sorry to leave a subject which, I think, is so important to all of us, but I want to get back to a relatively minor factor in the discussions of the Committee, one in which I think we should be taking a greater interest, namely, the one referred to on page 4 of your memorandum. I am referring to the case of a young obscure producer perhaps who has not had

the benefit of the glare of publicity that Mr. LaPierre and Mr. Watson have had but whose case perhaps seems to pinpoint the problem of communications that you have outlined more than the highly publicized one.

Mr. HAGGAN: It is just as important to me, Mr. Stanbury, as the "Seven Days" one.

Mr. STANBURY: What concerns me is that the reason given for the termination of contract is apparently now without cause and it seems fairly clear that there must have been cause. You mentioned that as far as you know the services of this producer were not used during his termination period.

Mr. HAGGAN: Yes, I know. He is still on the staff.

Mr. STANBURY: Despite the request for his services by persons within the CBC?

Mr. HAGGAN: Despite the fact the Ottawa area is short of producers.

Mr. STANBURY: Was there, in fact, any directive from senior management that his services, under any circumstances, not be used?

Mr. HAGGAN: Not to me.

Mr. STANBURY: Do you know of any reason why his services would not be used during this period when he was available?

Mr. HAGGAN: No. I find it incomprehensible; he is one of the most able younger producers we have.

Mr. STANBURY: I think you have said that he had followed the usually accepted procedures in having any expenditures approved by his superiors.

Mr. HAGGAN: Yes.

Mr. STANBURY: And, the procedure followed was quite in keeping with the procedures which had been accepted by senior management in the past?

Mr. HAGGAN: Yes.

Mr. STANBURY: Then, can you offer any possible explanation why this termination took place in the way that it did?

Mr. HAGGAN: I am not pausing because I do not know the answer to your question. I take it as part of a conscious attempt over the past year to weaken the position of the general supervisor of public affairs, whose office included the supervision of public affairs in Ottawa.

Mr. STANBURY: You feel this is a part of a general picture, a deliberate attempt by senior management to undermine your position?

Mr. HAGGAN: The position of the general supervisor of public affairs, which I hold at the moment. But, I do not think it is personal or entirely personal.

Mr. STANBURY: But, this is another case where you have been—

Mr. HAGGAN: Treated with contempt, is the term I would use. I was treated with contempt in this matter.

Mr. STANBURY: Is this another case where the line of communication has been shortcircuited around you?

Mr. HAGGAN: Yes.

Mr. STANBURY: You did not have any knowledge of this at all and you were not consulted on this termination until after it had taken place?

Mr. HAGGAN: I was asked by Mr. Walker if I thought he should be fired. I said I did not know since I did not have his report. So, I knew that the question of his dismissal was in Mr. Walker's mind. But, I had assumed that in accordance with any normal practice a man would be given an opportunity to explain exactly what he had done, what he spent and what on, and what is financial position was.

Mr. STANBURY: And, that you would have an opportunity to review this?

Mr. HAGGAN: I had expected that, too.

Mr. STANBURY: Well, then, to sum up this situation as it involves you and senior management, you have the feeling that you have become superfluous to the line of authority in the CBC?

Mr. HAGGAN: I would not be prepared to go that far. I would say that certain ones of management are prepared to act without consulting me in matters that are the historic preserve of the supervisor of public affairs.

Mr. STANBURY: In fact, in recent months they consistently have done this?

Mr. HAGGAN: That is a strong word but there has been this tendency.

Mr. STANBURY: And yet there has been no suggestion that your position be vacated?

Mr. HAGGAN: No. Doubts have been expressed by Mr. Walker, by the president, and by Captain Briggs of my capacity to manage my department, yes.

Mr. STANBURY: But, you have no indication that senior management wants you to go the way of Mr. LaPierre, Mr. Watson, and Mr. Southam.

Mr. HAGGAN: I know they have not suggested to me directly that I should although it has been suggested to me very strongly and indirectly.

Mr. STANBURY: Was that indirectly from senior management?

Mr. HAGGAN: Yes.

Mr. STANBURY: You feel there are pressures on you to resign?

Mr. HAGGAN: Yes.

Mr. STANBURY: Are you about to submit to them?

Mr. HAGGAN: No.

Mr. STANBURY: You are determined to stay on because of the feeling of a mandate that you have within the mandate of the CBC, to carry out the purposes as you have expressed them of the public affairs department?

Mr. HAGGAN: That is exactly it. If I were to consider my own health and ease of mind I would not stay.

Mr. STANBURY: You have much in common with members of Parliament.

Mr. HAGGAN: I may have.



Mr. FAIRWEATHER: Mr. Chairman, I will be very brief. You mentioned interviewing technique when answering Mr. Mackasey. I am not too knowledgeable about this but surely the interviewer adapts himself to the person who is being interviewed and we must not think just because a touch or gentle line is being taken that the interviewer is either tough or gentle.

Mr. HAGGAN: No. I do not think you can draw conclusions about his nature from that. It depends on the thing he is trying to do; it depends what the program and the producers are trying to do, and what steps appear to be necessary to bring that about.

Mr. FAIRWEATHER: You want to provoke response?

Mr. HAGGAN: Yes.

Mr. FAIRWEATHER: And, the interviewer is the instrument that brings about this response from the person?

Mr. HAGGAN: Yes. The most important aspect of an interview is to allow the public to see what kind of man is being interviewed.

Mr. FAIRWEATHER: Then, I am interested in the loyalty that seems to be shown to a good many people. We have heard of six now, and I do not need to review them. Is there anyone at the producer level that you are not loyal to who has been dismissed and we have not had a little bit of a fuss about?

Mr. HAGGAN: Oh, yes, but I am not loyal to people; I work with them. I try to earn and hold their confidence.

Mr. FAIRWEATHER: Perhaps I used a bad term. But, there is a coming and going of personnel?

Mr. HAGGAN: Yes.

Mr. FAIRWEATHER: And, that is a matter of routine?

Mr. HAGGAN: Yes.

Mr. FAIRWEATHER: I do not even like that word. But, people come and go.

Mr. HAGGAN: Yes.

Mr. FAIRWEATHER: But, in your opinion, the ones that are the subject matter of this Committee and of other comment are good people?

Mr. HAGGAN: In my opinion they have made, perhaps, in a small way an important contribution to the national life, certainly of English Canada.

Mr. FAIRWEATHER: Do you think that Mr. Southam's dismissal had anything to do with management's nervousness about the satire he did?

Mr. HAGGAN: I do not really know but I would think so. I would think that this was a factor, but not necessarily an important one.

Mr. FAIRWEATHER: I have heard it said that as a result of the Mont Gabriel experience there may be a possibility, or that there could be a quiet reconciliation. This is not my expression, but I understand it was a phrase that was used.

Mr. HAGGAN: No, I would not be very willing to make such a large claim or think in such large terms, otherwise we could be too nervous to program.



Mr. FAIRWEATHER: This phrase was used by a producer when speaking to me and, of course, being a public man I was gripped by this.

Mr. HAGGAN: Producers are more enthusiastic in these matters than I am. But, I would say that if this first massive experiment goes off, well, it is certainly the intention of the two network departments to work toward something approaching a considerable integration of production capacity so that in the end there would be only one department. I should say that you must realize that although this is the kind of thing that is in our minds and the kind of thing we are grouping toward it does not necessarily represent the policy of the Corporation.

Mr. FAIRWEATHER: Thank you.

Mr. JOHNSTON: Mr. Chairman, I will be very brief. You say that management knows nothing about broadcasting?

Mr. HAGGAN: No, I have not said that.

Mr. JOHNSTON: I mean the top management.

Mr. HAGGAN: Programming?

Mr. JOHNSTON: Programming. I would gather then that the average citizen would not know much about programming either, and it seems to me that in a way this puts the program in a position of being able to take advantage of the citizen. Mr. Leiterman spoke of the fact that it would have been almost impossible for "Seven Days" to begin doing documents earlier because Canadian people's understanding had been unreached to the point where they would accept an hour long document. Do you share the opinion that "Seven Days" has been influential in changing the outlook of Canadian people?

● (12:40 p.m.)

Mr. HAGGAN: No. I think that perhaps my understanding of what Mr. Leiterman said is that if you can build up an audience expectation every Sunday evening with the "Seven Days" vehicle, it is going to be something of great interest and of some importance, and that you can then, every fourth or fifth week, put in an hour-long program and hold that audience; whereas under the old system with Document, those programs were inserted into the schedule wherever a hole could be found and they had a relatively small audience.

Mr. JOHNSTON: What is the ultimate justification for the things you do with the people on the program if so much of this is hidden from the audience because they do not realize the techniques that you people know so well? We had one or two examples given this morning when Mr. Leiterman suddenly reversed everything we have come to know and took a Wall Street attitude towards Dr. Han Suyin? She recognized it instantaneously and capitulated completely because there was no point in resisting what he obviously employed on his part. The public is not aware of it. It did not show any more in the case of the Ku Klux Klan people where we could only guess why these people had chosen to make that presentation that way. What is the justification for this treatment?

Mr. HAGGAN: I do not know that I agree with you that the public is quite so mystified about what it sees on the screen. If an interviewer is acting in a manner that might be described as hostile, this is a very obvious thing to anyone who is watching. Whether or not they know why he or she is doing it is another matter; but I think that normally the interviewer reacts to the kind of material that is issuing from the subject, the person being interviewed. I know you think I have not answered your question, Mr. Johnston. I wish I could. I do not see what requires justification here. These are means of bringing out information and bringing out the attitude of the people who are interviewed on "Seven Days" or any other program.

Mr. JOHNSTON: What is it that calls a halt or draws the line? This seems to be important when we move into the ethical or moral standards, for example. You have said that you have a traditional responsibility to the country in the public affairs department. You made a statement that you had the prime responsibility to management but the traditional responsibility to the country. Is this responsibility to the country not frequently abrogated by these sorts of mythical methods that are used for reasons that are difficult to understand?

Mr. HAGGAN: Not in my view. If it were my view, I would take a different position. I must make clear to you, Mr. Johnston, that I do not attempt to defend every single thing that "Seven Days" has done in its 48 programs. I have been extremely annoyed by many things they have done and I have made it clear. The producers have realized that I have been annoyed or distressed and they know why.

Mr. JOHNSTON: If someone comes up with a really bright idea which is sensational and very much on the borderline, it can actually be kept off the air by people other than top management?

Mr. HAGGAN: Yes. Many things are kept off the air apart from top management.

Mr. JOHNSTON: This does not lead to wholesale resignations, loss of morale or a bad climate?

Mr. HAGGAN: No.

Mr. JOHNSTON: But if a decision does come from top management then bad climate results?

Mr. HAGGAN: Not necessarily.

*(Translation)*

Mr. PRUD'HOMME: Mr. Haggan, do you think that there are, in fact, general misgivings between the news department and the public affairs department? The news section appears to complain that the public affairs people would like to take over absolute control of their own section?

*(English)*

Mr. HAGGAN: There are undoubtedly stresses and strains between the news and the public affairs departments, Mr. Prud'homme. I have explained on

Thursday night that a lot of these are internal to the news service and that there are some very similar crises of confidence to the ones which I have tried to describe in regard to public affairs. The public affairs department has no wish to take over the news service and would not know what to do with it if it did.

The position of the general supervisor of public affairs is extraordinarily difficult because of the massive nature of his own department. There is a history that I think is useful. When I first joined the Corporation in 1958 there was strain between news and public affairs because this was a period in which news was pressing forward and public affairs was perhaps falling behind. At every public affairs meeting I attended there were continual complaints about the news service; that they were getting into opinion broadcasting; they were doing documentaries; they were taking over this and that, and this was a major preoccupation of public affairs.

Now, with, first of all, the Inquiry program which Watson and I started in Ottawa, the tide began to turn. We are now in a position where perhaps it is the public affairs department that is pushing ahead and testing the frontiers and trying new things, and the news department is resenting this. If we all live another three or four weeks we may find a reversal. Perhaps the heart of the problem is that there are two things: There is, first of all, a proper competitive spirit between news and public affairs. Their work is in a very true sense parallel, but the lines are not too hard or too straight, so they bulge into our side and we bulge into theirs. It has always been my view that if they do something in my area well or better than I could, I would not make so many complaints, and vice versa. The thing has become very much more difficult since "Seven Days" because "Seven Days" likes to be very topical and likes to be more topical than the public affairs department has generally been in the past. However, this is not a very large element of the "Seven Days" output, and I think I can fairly say—even with my supervisor on my right—that the problem is lesser than it was six months ago. We hope that we have taken some important steps towards resolving it—and indeed we have in mind the Mont Gabriel experience—so that if we find time, which is doubtful, we would like to have a quiet discussion with the senior people in both the news and the public affairs departments to see if we cannot come to grips with some of the abrasion that exists.

(Translation)

Mr. PRUD'homme: Well, this is not my impression. It is just a question. Actually I do like this discussion being carried out. I think that is an ideal conception of bilingualism, I can express myself better this way and I am sure you can too.

(English)

Mr. HAGGAN: It is the same system that we used at Mont Gabriel.

Mr. PRUD'HOMME: That is pretty good.



(Translation)

There are rumours to the effect that everything that is taking place now is supposed to have been planned and has been part of some plot to get rid of certain members of the top management? Is there any truth in all this? By top management, I don't mean the very top management of CBC, but I mean the different levels between you and Mr. Alphonse Ouimet. Has all this trouble not been carefully contrived so that we would now be faced with this dilemma?

(English)

Mr. HAGGAN: It is a very speculative question, is it not? I am not sure if I have fully understood it. You are asking me if the difficulty is between myself and—

Mr. PRUD'HOMME: I am sorry.

Mr. HAGGAN: I better listen to the interpretation.

I do not think so for a moment. The public affairs department has no interest in changing individuals in the management of the Corporation. It is not likely to be helpful to us unless it is part of an over-all plan. I know of no intention on the part of the producers to bring about the removal of any member of the senior management. Certainly I have no such intention myself.

(Translation)

Mr. PRUD'HOMME: Well, do you think perhaps there should be?

(English)

Do you think there should be some?

Mr. HAGGAN: Some changes? I think that in the long run, for the growth of the Corporation and for the good of the country, we should, in time, get to the position where we have a management that is more up to date in its understanding of the problems of the media it controls and more aware of the country that it is attempting to serve.

(Translation)

Mr. PRUD'HOMME: Do you not think that the CBC corporation should foster to the fullest extent possible all possible exchanges between opposite numbers? What I understood was, I think, for instance, the exchanges that you had with Mr. Marc Thibeault at your own level. Do you think that the French network and the English network should, as often as possible, try to meet in order to further the objectives of the CBC?

(English)

Mr. HAGGAN: I think so, very much indeed, and I have given an indication that we hope that the first steps we have taken will lead to a much closer



relationship than in the past. It would be my hope that in time this would also spread to the other program departments in the corporation.

*(Translation)*

Mr. PRUD'HOMME: Do you think that the fact for the CBC to show that it has good intentions when faced with this problem of better relations, and on the other hand to reduce the budget, don't you think that that might be the major reason? It is not so much a question of financing, but it is a question rather than that they don't want, at the top management of the CBC to encourage more exchange of good will in French and English networks, and they pretend that it is a financial question?

*(English)*

Mr. HAGGAN: I think the answer to that question again calls for a lot of speculation. To begin with, the management, in my experience, particularly recently, has encouraged more working together. What interests them more is a program exchange and on many occasions, the idea comes from us, as is logical and proper. Whether or not they have any reservations about the long term effects of a closer relationship between the English network program people and the French people is a question for them to decide. I do sometimes feel that our departments—I am talking about public affairs—tend, in a true sense, to merge, and if this became a trend within the Corporation, it would mean a difference in the relationship and significance of many jobs.

Mr. PRUD'HOMME: I have just one last question.

*(Translation)*

There have been very specific directives given to producers to the effect that they should not deal with certain matters, trivial matters.

Still some producers like to experiment, in other words, like to spend public moneys in the full knowledge that you or your superiors will, in the final analysis, prevent these programs from going over the air. Do you not then think that the very fact that they are carrying out these experiments does, in the event, constitute a challenge to authority, when these people know that these telecasts will not be going on? Is management not justified, in those cases, in saying: "Well you are experimenting . . ." Mind you, I have no particular instance in mind. I do not want to quote recent happenings, whether these are based on fact or not, but the fact does remain that very expensive experiments have been carried out in the full knowledge that you will have to stop them sooner or later, either you or somebody at a higher level. Do you not feel that in such cases—

*(English)*

Mr. HAGGAN: I might say, to begin with, there is the question of expense, which is a controlling one. Whatever the producer spends his money on prevents him from spending it on something else. Therefore, if he decides that

he wants to try a program which he has reason to believe may be turned down by me, or may, in turn, be refused by my superiors, he has to consider whether or not he is wasting his money. But, on the other hand, if producers were not willing to take these chances, I do not think that programming would move ahead, as programming must move ahead.

*(Translation)*

Mr. PRUD'HOMME: On the one hand we have the CBC giving evidence of the very best of intentions in respect of this problem of better relations, while, at the same time, it is reducing those budgets. Would that not be the major reason? Would it not be possible that at the higher management levels within the CBC there is no real wish to encourage a greater degree of French-English exchanges and that the financial reasons adduced are actually mere pretexts?

*(English)*

Mr. HAGGAN: I would say that I do not think the public appetite is by any way sated by "Seven Days". I think it has had a terrific success as have, of course, the programs "Aujourd'hui" and "Le Sel de la Semaine" on the French network. But, mind you, the last thing I would want to see is the whole output of the public affairs department being of the nature of "Seven Days" or of "Aujourd'hui" and "Le Sel de la Semaine". This is not my object at all. I would say, however, that the "Seven Days" experience on our network has sharpened and improved other areas of public affairs programming without necessarily making them into a small "Seven Days", and indeed my colleagues in the news service say they have learned a good deal from the "Seven Days" experience.

*(Translation)*

Mr. PRUD'HOMME: I don't want you to misunderstand me, but do you think that the Canadian people have reached the degree of maturity necessary to understand several types of programs such as "This Hour Has Seven Days"?

The CHAIRMAN: Mr. Haggan's testimony now is finished. I would like to thank him.

*(English)*

I should like to raise a point here. The Chairman has been made aware that on account of what is going on in the House it might not be advisable to have a meeting this afternoon. I would like to have the opinion of the members on this. We had originally scheduled one for this afternoon.

Mr. BASFORD: It is true, Mr. Chairman. We will have some difficulty in getting a quorum this afternoon and I would move that we meet tomorrow afternoon after Orders of the Day.

The CHAIRMAN: There is a short question period tomorrow afternoon so it will provide us with a good session in the afternoon.

We will hear Mr. Walker tomorrow afternoon after Orders of the Day. There will be no meeting this afternoon and a meeting has been ruled out for tonight on account of the vote in the House.









OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE

ON

# BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 8

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LIBRARY WEDNESDAY, MAY 4, 1966

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Main Estimates (1966-67) of the  
Canadian Broadcasting Corporation

WITNESS:

Mr. H. G. Walker, Vice-President and General Manager, Network  
Broadcasting (English), Canadian Broadcasting Corporation.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE

ON

BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Hymmen,	Mr. Prud'homme,
Mr. Béchar, d,	Mr. Johnston,	Mr. Richard,
Mr. Berger,	Mr. Mackasey,	Mr. Sherman,
Mr. Brand,	Mr. Macquarrie,	Mr. Stafford,
Mr. Cowan,	Mr. Mather,	Mr. Stanbury,
Mr. Dubé,	Mr. McCleave,	Mr. Trudeau,
Mr. Fairweather,	Mr. Nugent,	Mr. Woolliams—(25).
Mr. Grégoire,	Mr. Prittie,	

M. Slack,  
*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

WEDNESDAY, May 4, 1966.

(16)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 4.50 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Berger, Brand, Cowan, Fairweather, Johnston, Mackasey, Macquarrie, Mather, McCleave, Pelletier, Prittie, Prud'homme, Richard, Sherman, Stafford, Stanbury, Trudeau (20).

*Members also present:* Messrs. Lewis, MacDonald (*Prince*), Peters, Régimbal, and Valade.

*In attendance:* Mr. Alphonse Ouimet, President, Canadian Broadcasting Corporation and Mr. H. G. Walker, Vice-President and General Manager, Network Broadcasting (English), CBC.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

On motion of Mr. Fairweather, seconded by Mr. Prud'homme,

*Resolved*,—That the Committee recommend to the House that its quorum be reduced from 13 to 9 members.

The Chairman called Mr. Walker who made a statement in which he reviewed his background of experience and duties with the CBC, and then dealt with the problems concerning the program "This Hour has Seven Days" and its co-hosts.

Mr. Walker was examined on his statement and supplied additional information.

The examination of Mr. Walker still continuing, at 6.00 p.m., the Committee adjourned until 11.00 a.m. on Thursday, May 5.

M. Slack,  
*Clerk of the Committee.*



## EVIDENCE

WEDNESDAY, May 4, 1966.

● (4:50 p.m.)

(Translation)

The CHAIRMAN: Order please. Before hearing the next witness, have any members any questions to raise? Mr. Fairweather?

(English)

Mr. Fairweather, there is a matter that you want to bring up.

Mr. FAIRWEATHER: I move that the quorum be reduced to nine.

Mr. PRUD'HOMME: I will second that.

The CHAIRMAN: It is moved by Mr. Fairweather and seconded by Mr. Prud'homme, that the quorum be reduced to nine.

Is that agreed.

Motion agreed to.

The CHAIRMAN: Shall we proceed with the witness now?

I should first ask Mr. Walker if he has a statement to make before he receives the questioning of the members.

Mr. H. G. WALKER (*Vice President and General Manager, Network Broadcasting, English CBC*): I have, sir, and I thank you for the privilege.

May I proceed?

The CHAIRMAN: Yes.

Mr. WALKER: Mr. Chairman, I wanted to make a brief statement in the interests of establishing some kind of framework for the evidence I will proceed to give during this Committee appearance.

I feel that the Committee should know, probably in the light of some of the evidence I have heard, that I have been associated with programming for 36 years. I began as a program man in 1930, and I was a producer and announcer and writer and general program handyman. This was in a private station. Similar responsibilities were carried over into 1933 with the creation of the Canadian Radio Broadcasting Commission.

Again similar responsibilities were carried over into 1936, at the beginning of the Canadian Broadcasting Corporation, but with added administrative duties as chief announcer, station manager, and so on. From 1942 until 1944 I was regional director for the Prairie provinces; and at the beginning of 1944 I assumed responsibility for the Corporation's new, second radio network, known as the Dominion network.

In 1949 I was appointed by the general manager, the late Dr. Frigon, to do a special study for television, which took me to Europe and to the United States in association with Mr. Ouimet who was then chief engineer for the Corporation as well as acting at that time in the capacity of co-ordinator of television.

From 1952 to 1954 I was network program co-ordinator of television and radio; and from 1952 to 1954 I was assistant director for radio; and then this was followed by my appointment as director for Ontario.

In 1959 I was appointed general manager for the English network division, and in 1964 I was appointed vice president and general manager of the English network division which includes total responsibility for all English network broadcasting, radio and television, accountable only to the president and the vice president.

Now, as boring as this recollection may be for you sir, and the gentlemen of the Committee, I think it gives me the opportunity to state that I have been, and still am, a program man, but now with administrative duties added, which include responsibility for something like 2,100 people and an operating budget of close to \$48 million. Of course, I am most ably assisted in conducting these tasks by my principal officers in Toronto which is the network centre of the English network division.

Now, if I may, sir, I would say that our Minister was quite right—very right—in identifying our present difficulties with the “tip of the iceberg”. I state clearly and candidly that we have been heading on a collision course for the last two years, since the advent of a most excellent program concept called *This Hour Has Seven Days*.

This was, and is, an experiment in daring, courageous, outgoing, electronics journalism, as some people identify it. It was approved at the outset by management at all levels. There have been two years of program success, while at the same time, giving the Corporation serious, challenging and, I must say distressing problems, brought about by usually intelligent people—certainly highly-skilled program people—in the “Seven Days” unit.

This is a unit, Mr. Chairman, that has emerged almost as an independent corporation within the Corporation.

This, gentlemen, I submit, is the basic problem and is the serious conflict we have been living with for two long, rather difficult years.

The cry of restraint of creative freedom, of course, is nothing new. Skilled program people have been saying this since the beginning of broadcast time but it is interesting to note that up until fairly recent times they have expressed their views properly, internally, with management at all levels. Now the cry is much louder for all the world to hear, in keeping with the social, changing times, or, I suppose, this is the licence which the “Seven Days” people feel they have.

Now, let me say at once that I have the greatest respect for the professional skills of the “Seven Days” program people, and the Corporation wishes the program to continue and continue in its aggressive, probing, informative way as was laid down in the earlier program objectives, and even recently restated by Mr. Haggan himself.



What we do not want and what we will not have are constant challenges to basic ethics, standards, policies and all of the old-fashioned things like respect for personal privacy, good taste and integrity, and so on.

As Mr. Leiterman predicted in giving his evidence, we agree at once with his three propositions which, I believe, were something like this:

- (1) Management always to consult with the program department,
- (2) Management to allow for the production of programming on controversial subjects;
- (3) Management to allow for the constant up-dating of policies.

This is what Mr. Leiterman proposed for his "Seven Days" unit, and, as I say, as he predicted, we completely agree. But this is a two-way thoroughfare. We expect consultation up the management line from the "Seven Days" unit. We obviously now have, and wish to continue, programming on controversial subjects, but in these sensitive areas management up the line must be informed. We must not be in the position of being firefighters.

We expect the "Seven Days" unit to assist us in refining policies and changing them where necessary in keeping with the times and, in particular, the "Seven Days" kind of programming.

Finally, Mr. Chairman, and gentlemen, I say most sincerely, and with deep feeling, that a publicly-owned corporation, an institution of Canadian communication, is a lot bigger and far more important than those who would discredit its operation. I, for one, as an employee who has played a part in the building process over a long period of fruitful years, give you notice, here and now, as a matter of record, that we intend to go on to reach even greater and more significant goals, nationally and internationally, for you men of the people and for Canada.

● (5:02 p.m.)

The CHAIRMAN: Would you proceed, Mr. Sherman.

Mr. SHERMAN: Mr. Walker, I would like to say at the outset I am sure you appreciate that it is going to be difficult for some of us on this Committee—and, perhaps I should speak just for myself—to ask you some questions that we would like to ask because you come before us now at a sort of the midpoint in a series of meetings that this Committee has held. A number of things have been said about you and about management by witnesses who have appeared before, and I would like to say it is perhaps somewhat embarrassing or it may prove to be somewhat embarrassing to ask you some of the questions I would like to ask you. But, I will try to ask them with propriety and I hope you understand the point I am making.

Mr. WALKER: Do not be embarrassed, sir.

Mr. SHERMAN: Mr. Walker, can the "Seven Days" program, as we know it, be saved?

Mr. WALKER: I can only say that I have answered your question by saying we want the program; we want it to be aggressive; we want to eliminate the trivia, as we identify it. The word "sleaziness" has been used before in this

connection. I am referring to items that really seem to contribute nothing in particular to the program. Our audience surveys, for what they are, and our research studies interestingly enough seem to indicate most clearly that the items of substance in "Seven Days"—and I do not mean necessarily the serious subjects but the items that are well researched; and they could be light ones—are the ones that are most interesting. Indeed, the ones that are the least interesting are those that I described as the trivia, the sensational bits for the sake of sensationalism, the over-sexy items, the throw away items, if you will and, most important, satire that is done poorly—and there is nothing worse in this world than poorly done satire.

Mr. SHERMAN: But, as we know it the show contains all these ingredients and it also contains co-hosts Mr. Watson and Mr. LaPierre. I gather then the show will not continue as we know it.

Mr. WALKER: I am sorry but I thought you were speaking of the program content, sir. So far as we are concerned, we will make every effort possible to continue the show. We believe in it; it has a fine concept; it is certainly something relatively new. I do not think it was invented by the "Seven Days" unit. It is certainly quite new with us in Canada. As I say, it is a fine program, but it will not continue with the items that I have identified, such as lacking in integrity and honesty, offensive and in bad taste. It will not do that.

Mr. SHERMAN: If Mr. Watson and Mr. LaPierre act according to this new frame of reference would consideration be given to retaining them as hosts on the show?

Mr. WALKER: No. The decision has been made for reasons that probably have been brought out and probably will be referred to in your questions to me. In further answer to your question, may I refer to a memo or a part of one written by the general supervisor of public affairs, Mr. Haggan, as a result of discussions looking toward next season. He said:

It is our hope that "Seven Days" will continue on the network next year as an informative, lively, responsible program of exposition and opinion.

Then, three points are set out, and I will read those:

- (1) Elimination of all prurient or sleazy items.
- (2) Lessening of satire combined with the application of higher standards in this field.
- (3) Confining investigative reporting to matters of substance with careful and thorough research, and insistence upon accuracy and fairness.
- (4) Internal reorganization to further improve the substantial items.

Mr. Chairman, I could not have said it better than Mr. Haggan put it in his memo.

Mr. SHERMAN: But, this is a final and no retreat position so far as the CBC is concerned?

Mr. WALKER: On that or on the hosts?

Mr. SHERMAN: On the hosts.

Mr. WALKER: That is correct.

Mr. SHERMAN: You referred to the top of the iceberg in short references which the Minister made to the top of the iceberg. But, it was my understanding, when the Minister was referring to that, she was speaking about something far more profound and far broader in its implications and ramifications than just "Seven Days". I inferred, from what you said, that "Seven Days" is the whole iceberg.

Mr. WALKER: I took the liberty to use her remarks to illustrate positively my honest, firm conviction that "Seven Days" is the problem. I have identified it as having set itself up almost, in effect, as an independent separate corporation within the Corporation. That is the problem we have been dealing with for two years.

Mr. SHERMAN: You then would deny categorically that there is a management-producer problem in the CBC?

Mr. WALKER: I would identify that there is a problem for the Corporation simply because it began in that two year period and the root evil of that, unfortunately, has spread. I am not prepared to say how it spread, whether it was a process of osmosis or a designed spreading, but whatever it is it certainly has spread into areas—not extensively, but it has spread, and there is no question about it. I think that people who work together every day, although they are identified with separate departments in our network centre in Toronto, cannot help but be concerned with the problem that seems to be rooted in one department, and they cannot help but absorb some of this concern that is being expressed by the department with regard to their opinion of containment, if you will, by the Corporation. I quite honestly say I do not believe this is quite as serious as has been suggested. We seem to be getting on very well and to be doing quite well with Festival, School Broadcasting and other varied programs, but the root evil, if I may say it again, is in the "Seven Days" unit. By the way, the unit comprises the production of four programs.

Mr. SHERMAN: Previous witnesses have indicated there is a serious lack of communication between top management and the production element in the corporation. You would not subscribe to this?

Mr. WALKER: Yes, I would subscribe to this; there is a most serious problem in communication. This being a communication organization, we should be experts in solving our internal problems of communication. But, gentlemen, you must take my word for it; it is a very large problem for us. There are physical and geographical reasons for it being a problem. Of course, the core of the Corporation properly is located in Ottawa. Let me at once say that any serious thought to move the core of the Corporation to Montreal or, indeed, Toronto, in my opinion, would lead to some kind of disaster.

This would be a giant step backwards, if you will, in problems connected with biculturalism. This could not be and should not be permitted; it would not work. If I may proceed further, yes, we think that one of the problems is communication; it is a geographical and physical one. But, you must understand we are living with immense massive problems of a day to day business. We have a most frustrating problem with our form of financing on a one year basis.



I cannot tell you the complexities of this and the problems that it creates, not just for me but for my people in the network centre. Hopefully, some day this will be adjusted. But, this is one of the massive problems we live with. And, it is not just at the beginning of any of our fiscal years; it is a continuing one of having to resolve the problem of how to finance this upcoming season beginning in October. But, associated with that we are right in the middle, and have been for some time, of the problems of coverage, which is our responsibility, for Expo, for centennial year, and now the even larger problems, it would seem when we look at them, of converting to colour. Sometimes I, myself, being involved as management person with these things wonder how I seem to have time to spend an occasional moment in the washroom. But, in spite of all these things I also make a trip to Toronto every week and spend two days there. So, there is a problem of communication but it is surrounded by these things I mention that make communication not exactly the way we want it to be. The communication problem is a two-way street; it does not work quite as well as it should up the management line.

Mr. SHERMAN: There are a great many more questions I could ask but I am keeping my eye on the clock in order to give other members an opportunity to put questions. However, I have two or three other short questions. Mr. Haggan, when giving testimony before this Committee last Thursday—and I believe I am quoting him correctly—said:

I have never had a useful or helpful positive program suggestion from management.

This would indicate that the gaping hole in communication perhaps is somewhat broader than you would admit. Would you care to comment on that statement by Mr. Haggan.

Mr. WALKER: Surely but, hopefully, I am trying to avoid dealing with names or names of previous witnesses. But, it will be unavoidable, I grant you. I think it is utter nonsense. First of all, one of the reasons we employ program specialists is to bring ideas to us and, hopefully, they will bring us ideas in reasonably developed form in order that they may be related to the basic policies, ethics, standards and so on, for which I am responsible along with my colleagues and senior management, and, hopefully, they will be ideas that can be produced, developed and fitted into the financing that we have and into the relatively limited facilities that we have. I recall Mr. Haggan's testimony yesterday and I would like to use this as an example in answering your question. I think he made reference to something that we are all quite interested in which, for the time being, you may recall, we were calling Quarterly Report.

● (5:14 p.m.)

This promises to be, in the planning stage, the most significant and important program in public affairs on the state of Canada and its problems of the moment ever to have been considered. Now, my recollection is that Mr. Haggan took credit for this idea. It happens that previously, as recently as ten days ago or so, he gave this credit to Mr. Watson and to a colleague of Mr. Watson's in the French network. Now, I tell you I am not at all concerned with who spawned the idea. The thing I want to put across is that for two years the Corporation has been pressing for something in the way of a breakthrough in



order to find some way to make an important contribution through the Corporation to solving this bicultural problem. As far as I am concerned, this is the first evidence of any real breakthrough on the part of the program people, and whether it was Mr. Haggan's idea, Mr. Watson's or anybody else's, I really do not care. I am quite excited about it; I am very pleased. This is the thing we have been pressing for all the while, I might say. We have been—and here I will have to use the word—directing the program people to increase the normal kind of exchange between the French and the English. For obvious reasons, such as restrictions and the language problem, it has been mainly in the area of music. Where we have got this off the planning boards, it has been on senior management's direction, and some very real evidence is now coming forward through the program people, in the way of other methods of exchanges, that is with the devices of dubbing, with subtitling and so on and whatever else is available in order to establish this kind of program dialogue. This has come from top management, and I am very glad that the program people are following it through.

Mr. SHERMAN: I have one last question, Mr. Walker, again with reference to Mr. Haggan who said, and it gave him no pleasure to say it, that, in his opinion, you do not know anything about programming, sir. Your record in the programming field would seem to belie that, except that I wonder if, with the advent of television, at that particular stage in your professional broadcasting career you could honestly say, in examining yourself, that you think you understand television producers and feel reasonably confident of being able to cope with them at the production level?

Mr. WALKER: I do not know that I can give you a satisfactory answer. You said "cope with them at the production level", I am not now a producer; I could not produce a television program, if that is what you have in mind. I do understand television and radio programming because I have been doing it for 36 years, and this is quite a long time. Of course, I am a year or two older than 36, but I have been doing it all my business life, my service life in the Corporation, 33 years—36 years in total in broadcasting—of which have been devoted to programming.

Mr. SHERMAN: But the frontiers of television production are like the frontiers of language; they are going forward.

Mr. WALKER: We are changing this; otherwise we would be falling back as an organization. We are going forward. Yes, I do understand television programming. Yes, I do understand television producers. I began in 1952, as I said, in my formal statement at the outset, in association with Mr. Ouimet, by making a study of the requirements of television in the European countries that were thinking of it or who already had it, and spent a number of months in the United States to study their problems. I began in 1952 with a knowledge of television. I think this was a pretty good start for me.

Mr. BRAND: Mr. Walker, you mentioned you agreed with the "iceberg" statement of the Minister. Does this indicate to you that there is some major reorganization required in the CBC to help take care of this iceberg program?

Mr. WALKER: No, I do not agree that there is such a need. In 1964 we revised our organization, we simplified it, we shortened the lines. It is, in my

opinion, a most efficient organization for the complexities of our kind of organization. It is not totally completed simply because we have been having great difficulty in finding the proper people to fill some of the boxes in the organization. It is nearly completed. I think it is a highly efficient organization.

Mr. BRAND: You do not agree then with the Fowler Committee report in which they state that a major reorganization is necessary?

Mr. WALKER: I do not agree with it at all.

Mr. BRAND: We have had very many different reasons given to us, and we have heard many people on the subject. I would like to straighten out the record now. They have spoken on the reasons for the firing, or you can call it the failure to renew the contracts, of Mr. Watson and Mr. LaPierre. I wonder if you could elucidate those for us?

Mr. WALKER: I would have to, and this is what you are expecting anyway, delve into this at some depth. Let me make it clear at once: the decision not to renew the contract of Mr. Watson as the co-host on the program has no relationship at all with the reason that we have not renewed the contract for Mr. LaPierre as a co-host on "Seven Days". The reasons are entirely different. It must have been surely last spring, surely early last summer, when, after much consideration of the problems of the previous season with "Seven Days", we determined that surely an answer to this would be to separate the two bosses of the program. It seemed to be quite wrong that there were two bosses running this highly controversial and exciting program. We had two co-producers, Mr. Watson and Mr. Leiterman. We said that this was possibly one of the difficulties and one of the reasons for these constant challenges up and down the line, but mainly challenges that very often did not come up to the top of the line, and they did not have to. So, after serious consideration, we were determined—at least during the last summer—to make the separation. I think my recollection is that we really were not concerned, because these gentlemen seemed to be equally qualified, whether Mr. Leiterman continued as the executive producer on "Seven Days" or whether it was Mr. Watson. However, we were determined that there should not be two bosses, two executive producers, and we were looking forward to the fall. It was our decision that there should be a separation.

Some time in August—I was on vacation at the time—my officers were considering this separation. I recall Mr. Leiterman saying that it was his idea that the separation should happen anyway. Here again I am not concerned about whose idea it was. I think it was the right and proper one in relation to what we observed was the problem. It was in August when I was on vacation—and I must remind myself to get the phone taken out of my cottage while on vacation—that the phone was going pretty steadily on a number of matters. One of them was a recommendation that I seriously agree to Mr. Watson producing the associated series in the "Seven Days" unit called Document. This is the series of documentary programs that are fitted into the pattern of "Seven Days", ten to eleven o'clock on Sunday night on a preemption basis. Associated with that was the seeking of my agreement that Pat Watson also be, as well as executive producer for the Document series, a co-host on "Seven Days" along with Mr. LaPierre. I objected to this; I could not accept it readily

simply because I saw it as a possibility which had the potential of going back to the original problem of having two bosses on the "Seven Days" program.

However, I was convinced—in retrospect, I think, unwisely—and I agreed to Mr. Watson becoming the executive producer of Document as well as co-host with Mr. LaPierre, on "Seven Days". Time has elapsed since then and we have found that Mr. Watson, being co-host, is very deeply associated with Mr. Leiterman in the idea development and, in many ways, the planning of the "Seven Days" program. So I will make the observation that we are almost back to the point where we started when I felt that we had two bosses in the program. It is interesting to note that there have been at least one or two occasions, and maybe more, when either Mr. Leiterman or Mr. Watson was speaking on behalf of the program, that a challenge was submitted up the line.

● (5:26 p.m.)

So that the determination was, looking forward to next fall, that there would be this separation.

Does that answer your question?

Mr. BRAND: Partly.

Mr. WALKER: Well, ask me again.

Mr. BRAND: We have heard the word "disloyalty"—

Mr. WALKER: I have never used the word "disloyalty". I say that most emphatically; never in the context of—

Mr. BRAND: Did you use that word in reference to Mr. Watson?

Mr. WALKER: No, not at all—positively not.

Mr. BRAND: You realize that he has stated that you did say that he was disloyal to top management.

Mr. WALKER: I say as emphatically that I did not.

Mr. BRAND: What about Mr. LaPierre. What are the reasons for his—?

Mr. WALKER: Entirely different reasons; they have been referred to, I think, at the Committee hearings over the last number of days.

There is no question about it that Mr. LaPierre is a charming personality; he has a personality—an on-air personality. We are not questioning that at all. But there is also, equally, no question in our minds—and we feel very firmly about this—that he does become too emotionally involved in his interviewing. This is not proper, even in the context of the "Seven Days" program.

Mr. BRAND: Can you give me some specific examples of his emotionalism?

Mr. WALKER: That would be rather difficult because it is spread over a period of two years' time. It even goes back before two years; it goes back to before "Seven Days" when he was the host-chairman of the program called "Inquiry".

It is difficult for me really to pinpoint those occasions when, most assuredly, we have been left with the impression of his being somewhat biased in the way



in which he has conducted his interviewing. He has certainly left an impression of taking over as opposed to giving the floor to the interviewee. He begins to dominate with his emotional involvement and his personal convictions and, indeed, his charm and personality take over. It becomes very involved. This is neither normal nor proper for someone who is conducting what is supposed to be an objective interview on a serious subject, or, indeed, perhaps, even on a light subject.

This is not to say that there is anything clearcut in our policies in this respect, because it is quite difficult to legislate for this kind of thing and write it up in policy terms.

Mr. BRAND: You do not agree that he should project his individuality, then?

Mr. WALKER: Yes, I do. I agree that there are occasions when he can express an opinion—his own personal convictions—and he does. It is a matter of degree, I would say, in the main; that he seems to go well beyond the point where the cut-off should be applied in his emotional involvement. He has admitted this himself, of course. I am not sure whether he admitted it here, but at a press interview last September, which was just before the series began, he admitted this was one of his difficulties; that is, the showing of his emotional involvement and his personal convictions. At one and the same time he said that he found difficulty in overcoming it, and also at one and the same time said that he did not feel that there was very much wrong with it.

I can only state again that it is wrong for an interviewer, or a host, or a principal performer, in the "Seven Days" kind of situation, where emotions are involved in the program content to begin with, and where sometimes sensitive and most difficult subjects are being dealt with, for the interviewer to allow his own emotions, his own personal convictions, to dominate. Even in simple throw-away things as, I think it was, in the interview with Mr. Caouette, when Mr. LaPierre was pressing and pressing and pressing, he had a throw-away exclamation of "Oh, my God!" as much as to say "You said it, Mr. Caouette; I cannot believe you." Now, this kind of thing is not at all acceptable. It is not proper.

Let me say one more thing. Mr. LaPierre is a fine personality and a person of great charm. I had the pleasure of meeting him only once. I am sorry to be critical of him in this way. I am speaking only in relation to our standards and our policies which are not too clear, but we have to use a bit of common sense.

Mr. BRAND: Surely all these programs, including the interviews, had been passed and O.K'd. at the supervisory level before they were aired; and in many instances, to judge from your telephone at your cottage, you had been informed of them.

Mr. WALKER: I am sorry I ever used the expression about the telephone. Let me say this, that I am not consulted on the content of "Seven Days" unless there is a problem which Mr. Hogg wants to refer to me.

It is a most interesting thing, that most of the problems over the two-year period of this excellent program, "Seven Days", have been *post facto* problems, and particularly has this been the case this year. I do not even get a list of the items which are going into the program. The only occasion I am asked about



what might be going into the program is when Mr. Hogg has been confronted with some kind of challenge, or some kind of concern and he wants to compare notes with me, and then there is a comparison of notes.

The reference to the "cottage" was just the normal—

Mr. BRAND: If there were only a few how do you account for these challenges that you talk about?

Mr. WALKER: You were referring to Mr. LaPierre. I was referring to the over-all content problems of "Seven Days" over the period of two years; and there is a long, long list of *post facto* items that have been dealt with, that we have expressed concern about in the way they were done and the way the material was collected. There are some—a very few—which actually have not been on the air, and, of course, the press has referred to one in recent days.

Mr. BRAND: I am sorry, Mr. Walker, but you confuse me a little bit here. You say that you are not referring to challenges in the program content. Just what challenges are you referring to?

Mr. WALKER: Are you still talking about Mr. LaPierre?

Mr. BRAND: We have digressed slightly.

Mr. WALKER: Yes; that was my fault.

Mr. BRAND: So have you, if I may say so.

Mr. WALKER: I said it was my fault.

Mr. BRAND: What do you mean by "challenges"?

Mr. WALKER: Well, are we switching now to—

Mr. BRAND: If you do not want to answer at the moment let us go to Mr. LaPierre and leave the challenges and we will both be happy about it.

In listening to all these various reasons for dismissals and certainly on the evidence given—

Mr. WALKER: Non-renewal of contract.

Mr. BRAND: Non-renewal of contract, yes—well, I am using the short term or exactly what you mean. In so far as this is concerned you can give no specific examples. I notice that the president had no difficulty when he mentioned Mr. LaPierre's crying on television. This had something to do with Mrs. Truscott, or something like that.

Mr. WALKER: Yes. I said that it was difficult really to spell out precisely those exact occasions and what exactly happened.

Mr. LaPierre has a very mobile, attractive, face, and sometimes without words coming out indicating an emotional involvement, his face, the camera being as sensitive as it is, gives one the very clear impression that he is aroused in relation to some of the answers that he gets from his interviewee.

Mr. BRAND: As you know, this has created quite a storm across the country, I guess you are well aware—

Mr. WALKER: A storm across the country has been created, yes.

Mr. BRAND: A lot of it seems to be directed to support of the program, judging from the telegrams and letters and petitions we are receiving; that is, supporting the very human nature of the reactions of people like Mr. LaPierre on this program. How do you come to the decision that this is bad if he makes so many people seem to think that it is good for the CBC to have this type of program?

Mr. WALKER: It is a difficult question to answer.

First of all, I have said two or three times today, and I will continue to say it, that it is an excellent program—

Mr. BRAND: This is what I do not understand. If it is such a good program why are you going to get rid of the people who make it.

Mr. WALKER: I do not go along with the proposition that the release of two officers is going to destroy the program.

Mr. BRAND: Do you not agree that the release of the two officers is going to release the producer as well?

Mr. WALKER: I am prepared to comment on that. We hope we will have "Seven Days" back next year on the terms which Mr. Haggan has himself laid down. We hope that there will be somebody equally charming as Mr. LaPierre, but equally prepared to understand that he cannot become emotionally involved or allow his own personal convictions to show too often, or too blatantly; and I am sure that there is somebody else in Canada who can do this. So far as Mr. Watson is concerned we feel exactly the same way.

We have no intention of doing anything to make it impossible for this program to return. We want it to return. Mr. Haggan has said that he wants it to return. He has laid down what he believes are good conditions for it returning, and I agree with them.

● (5:36 p.m.)

Mr. BRAND: I do not want to take much more time, but I have one more little point. I am watching the clock, Mr. Chairman. I have not mentioned Mr. Roy Faibish or Mr. Larry Zolf yet but I would like to get your comment in this connection. Looking at all the reasons, there is only one common denominator among all these people, whose contracts have not been renewed; in one way or another they either have worked for or expressed a favourable opinion of the Fowler Committee Report. I would like to know whether this has anything to do with the failure to renew the contracts of these gentlemen, namely Watson LaPierre, Faibish and Zolf.

Mr. WALKER: May I ask you what gentlemen you are referring to?

Mr. BRAND: The ones I mentioned.

Mr. WALKER: Who are they? I missed that part of your question.

Mr. BRAND: Well, there is Mr. Watson, and I am sure you are well aware of Mr. LaPierre.

Mr. WALKER: Mr. Watson, hopefully, is continuing with the Corporation; his contract is not being terminated.

Mr. BRAND: But I am referring to "Seven Days".

Mr. WALKER: I am too.

Mr. BRAND: But, he is not continuing with the "Seven Days" program.

Mr. WALKER: That is correct. I thought you were talking about contract renewals.

Mr. BRAND: Let us not mix up the words. I am talking about "Seven Days" and I mentioned four gentlemen and a common denominator, and I did not get an answer.

Mr. WALKER: You will get an answer. Mr. Watson, hopefully, will continue in another series.

Mr. BRAND: The question was, is there a common denominator, because they expressed an opinion or worked for the Fowler Committee.

Mr. WALKER: There is not a common denominator. The flat answer to that is no.

Mr. BRAND: I have a few more questions, Mr. Chairman, but I will hold them for the time being.

Mr. FAIRWEATHER: Is it not a fact that the Corporation has evolved a set of rules—we have had some of them introduced as evidence—to take account of the very characteristics that Mr. LaPierre possesses?

Mr. WALKER: Yes.

Mr. FAIRWEATHER: I mean his phenomena, if you like that word, has been taken into account by the Corporation in the formulation of these rules?

Mr. WALKER: That is correct.

Mr. FAIRWEATHER: And, as someone said, he is a permanent program personality, but the word "permanent", I guess, has another connotation.

Mr. LEWIS: It is different now.

Mr. WALKER: Permanent for the life of the contract, yes.

Mr. FAIRWEATHER: You mentioned, sir, public surveys and I am wondering what the public surveys—and I have not any information about this—would indicate about the so-called emotional involvement of Mr. LaPierre. What is the public reaction to this?

Mr. WALKER: I am sorry but I cannot comment on that because I just do not know. I cannot really, in my recollection of studying the reports, say I have noticed anything really significant in reference to the concern that I have expressed.

Mr. FAIRWEATHER: Well then, can I ask you the opposite to this question, has there been any public outcry about Mr. LaPierre's emotional involvement.

Mr. WALKER: Not to my recollection.

Mr. FAIRWEATHER: So that the concern in the emotional involvement is yours and not the public.



Mr. WALKER: The Corporation, yes.

Mr. FAIRWEATHER: What is so significant then about what I might call the dry eyed syndrome? What disturbs the Corporation about it?

Mr. WALKER: Well, I hate to keep coming back to this, but it suggests to me, when an interviewer wipes his eyes, he is becoming emotionally involved in conducting an interview.

Mr. MACKASEY: He may have a cold.

Mr. LEWIS: He was not interviewing at that time.

Mr. PETERS: Maybe you did not see the program.

Mr. WALKER: It is possible I did not see it.

Mr. MACDONALD (*Prince*): Did you see that program?

Mr. WALKER: I probably did not.

Mr. PETERS: Then why did you not say that in the first place?

Mr. WALKER: I did not say I saw it; I was commenting on the question.

Mr. FAIRWEATHER: But, surely there are other problems. A dry eyed LaPierre might be acceptable then. Could you give us some other problems you faced with Mr. LaPierre?

Mr. WALKER: No other problems other than he does not seem to conduct himself, in our terms, as an objective non-emotionally involved interviewer, that is my main concern.

Mr. FAIRWEATHER: I have asked this question before and it has been put by others in a different form. Have any public people—and by that I mean people in public life, members of parliament, Ministers and so on—ever been in contact with you complaining about the way in which Mr. LaPierre and Mr. Watson or Mr. Troyer conduct interviews?

Mr. WALKER: I did not get the first part of your question.

Mr. FAIRWEATHER: Have any members of parliament or any political people been in touch with you in the last two years complaining or commenting on the manner in which Messrs. LaPierre, Troyer and Watson conducted interviews?

Mr. WALKER: No, not to my recollection, no.

Mr. FAIRWEATHER: Not to you.

Mr. WALKER: No.

Mr. FAIRWEATHER: And, you would remember, if they had?

Mr. WALKER: Yes.

Mr. FAIRWEATHER: To revert for a moment to the problem that you have told us about relating to management and your very intense involvement in it, is it not true that two royal commissions as well as a mid-management group within the corporation have discussed what might be called inefficiency in management—and when I say that I mean management in a very broad sense. I am not indicating any particular person.



Mr. WALKER: Yes, in varying degrees I could say this is so; and I would say at once that these investigations, if you will, or inquiries by ourselves, which are rather frequent things, and by outside inquiries, are all to the good for us. The updated organization that came into existence in December, 1964 was the result of inquiries into our organization and certainly the inquiry into ours which the president set up was a very good one; many of the recommendations have been put into motion. I agree these things are correct and proper and of great assistance to us, and we most assuredly pay attention to them.

Mr. FAIRWEATHER: I was interested in your answer on the annual budget and I must say that I agree with that. I wonder whether you agree with the recommendation of the Fowler Committee, in having the privilege, of capital borrowing, I think it was, up to \$200 million—the figure does not matter—plus an amount of money for the Corporation based on a statistical return of television households, in which the figure mentioned is \$25. I am not arguing the amount but I am concerned about the principle of it.

Mr. WALKER: Well, I think I would prefer to leave this to the president to answer. I might make a brief observation. I think, in theory, the proposition put forward by Mr. Fowler's group was right but the money suggested was not sufficient, and the per household basis certainly is not sufficient.

Mr. FAIRWEATHER: I would like others to have an opportunity to put questions.

Mr. BASFORD: Mr. Walker, the board of directors in a Halifax statement, which you undoubtedly have seen, observed in its second paragraph that there had been a serious breakdown in formal communications between management and producers of "Seven Days", and the board instructed steps to be taken to correct that situation. This seems to me to represent a pretty strong indictment of management by the board of directors. Would you care to comment on that?

Mr. WALKER: Yes, there is a breakdown. I tried to put the point forward in my brief opening statement that there is a breakdown for the reasons I expressed. The Board most certainly is concerned about it and I am very pleased they are. Of course, it is their duty to be concerned about it.

I have to say that it has not anything to do, in my opinion, with organization; organization lines are simple, clear and relatively short, as short as we can make them anyway. I think the failure has been people, and I do not think I would go any farther than that. But, I would go farther and say we are going to correct this, yes.

Mr. BASFORD: You commented that this has been going on for two years. I am surprised that management has allowed this to go on for two years without correction.

Mr. WALKER: Forgive me for saying it but I do not know why you should be surprised because all I have been hearing or reading in the last few days of evidence is that the heavy hand of management has been making it impossible for "Seven Days" to carry on their activities which, of course, is not true. I think the failure over the two years probably has been that of middle

management, if I might describe it that way, and the supervisory level to really contain the difficulties that began with the advent of the program two years ago and perhaps they have become too involved themselves in the program to conduct themselves in the way that would have contained the problems. You asked why we allowed it to go on for two years, and that is a very good question. I can assure you it has been two years of determination on our part to try to work out these problems; and, I can also assure you this led to a great deal of internal strife because while at the same time we have an excellent program developing, an excellent audience, we have these internal conflicts with the "Seven Days" unit. Mr. Hogg has been in the front line of these difficulties as director of news and public affairs. We have not found the way yet to solve this problem, but our determination is to do so. I must say to you that one of my senior colleagues has stated flatly that these people are quite unmanageable, and it is a hopeless situation for management to anticipate from the "Seven Days" unit. By the way, I do not accept this; otherwise I would not have allowed this program.

● (5:50 p.m.)

Mr. BASFORD: Excuse me, I am required in the House. I will resume my questioning tomorrow.

Mr. STANBURY: Mr. Chairman, I did not convey that message to Mr. Basford for the purpose of gaining the floor.

The CHAIRMAN: That is what I was wondering.

Mr. STANBURY: I want to assure you, Mr. Walker, that I am a confirmed admirer of the CBC and a confirmed supporter of public broadcasting, and I know, from what you have said, that you are as well. However, I think it has struck most of us on the Committee that there is a tremendous proprietary feeling towards the CBC among many of the people of Canada and certainly among the employees of the CBC who have been before this Committee and from whom many of us have heard. This is heartening, I think, to all of us.

Having said that, I think we all have a very justifiable concern about the present state of affairs in the CBC and about the attitude of management towards public concern on this matter. I wonder if you would like to tell us what you see as the proper function of this Committee and its potential accomplishments in these current hearings, or do you feel there are any?

Mr. WALKER: My what, sir?

Mr. STANBURY: Any proper functions of this Committee and potential accomplishment in the current hearings?

Mr. WALKER: I am afraid I am not qualified to answer this.

Mr. COWAN: Mr. Chairman, this is out of order. We do not ask a witness to speak on the function of this Committee, just as we do not ask a court reporter what the function of a court is. I do not think you should be asking this question of the witness.

The CHAIRMAN: Excuse me, Mr. Stanbury, I will have to ask you what your question was.

Mr. STANBURY: I am trying to determine whether or not—

Mr. COWAN: He asked the witness a question on what was the function of this Committee.

Mr. STANBURY: Whether he considers that there is some proper function that we can be performing here in the light of the statement of the CBC directors that perhaps we are poking our nose in none of our business.

The CHAIRMAN: I would make the same ruling on this question that has been made already. The question can be answered by the witness if he feels like giving an answer to it.

Mr. STANBURY: I will ask if he cares to comment on it.

Mr. WALKER: I am not prepared to comment on it.

Mr. STANBURY: We have heard about a report of the group within the CBC which, I think, has been referred to as the presidential study group. I think Mr. Fairweather made an oblique reference to it in his question a few minutes ago. Has this report been published anywhere?

Mr. WALKER: I would prefer you to direct your question to the president when he appears here. I do not believe it has been published. This is a private report called for by the president himself, and I am sure he will be able to answer this question better than I. I can comment on it because I was involved with it while the report was being developed and after it was completed. I certainly can comment that most of its recommendations were very sound and have been put into motion.

Mr. STANBURY: Are you familiar with the undertaking, which was referred to by Mr. Watson in his testimony, apparently given by management in 1965, to the producers' association about the proper lines of communication and authority in dealings between management and producers?

Mr. WALKER: This was a reference by whom?

Mr. STANBURY: By Mr. Watson.

Mr. WALKER: I think it has been referred to as the 1965 agreement. Yes, I know something about this. This was a meeting in 1965. I am sorry I cannot identify the month, but I do not think it is important. At this meeting some concern was being expressed by the producers' association on behalf of one of its members whose program had been cancelled. It was the method by which the program was cancelled that distressed the producer concerned, and this was taken to the television producers' meeting. My assistant general manager, Mr. McGall, who is in Toronto, and myself, were invited to appear at one of the meetings of the TV producers' association. It was anticipated it would be a free and easy exchange of how this thing went wrong and why the producer was distressed about his program being cancelled. It was not quite as informal; it was a very formal meeting conducted by the president, Patrick Watson. They were simply endeavouring to conduct an inquiry into, as they said, management's reasons for cancelling the program. The basic reason for the distress of the producer was that, as he said and I think it was correct, his program had been cancelled without his knowledge. He learned of it after it became a fact,



and Mr. McGall and I, of course admitted that this is quite improper and wrong. This was stated in the minutes of the association, and I think they have probably been filed here.

Mr. STANBURY: I am not aware that they have, but Mr. Watson referred to a written undertaking. Was there no such undertaking?

Mr. WALKER: No, there was a very positive undertaking which is reported in their minutes, not ours. They kept the minutes; we did not even get a formal copy of it. I thought, Mr. Chairman, that those minutes had been requested. In fact they were requested of me.

Mr. STANBURY: In any event, Mr. Walker, I presume they are on their way. However, does that undertaking still embody your ideas about the proper lines of communication and authority?

Mr. WALKER: Yes, most assuredly.

Mr. STANBURY: And were those lines followed in the case of the termination of the contract of Watson and LaPierre?

Mr. WALKER: Pretty much, although the conditions were not exactly the same. In the case of the 1965 agreement to which you are referring, this was an outright cancellation of the program that was part of a series dealing with avant garde material, and it gave the program officers in Toronto at the divisional centre considerable concern about a number of the programs in that series. Each one of them was being reviewed up to the top level of management in the division. This particular one was one that the senior officers in Toronto felt should not go on. There were many discussions regarding the script and the production which were revised many times, and finally, while the producer was in the middle of another program, a decision was made in Toronto that this program which, I think was going on the next night or the next day, should just not go on. The revisions had not been acceptable. They, in their wisdom—although it is questionable now in retrospect—felt that if they had brought Mr. Prizek, one of our producers into that situation—

Mr. STANBURY: The Eye-opener program.

Mr. WALKER: In the middle of the production of another program, it would not have been a good thing. As I say in retrospect, we were in total agreement that it was the wrong thing. He should have been told it was impossible.

Mr. STANBURY: Your suggestion is that the undertaking given in 1965 does not apply in all particulars to the situation with "Seven Days"?

Mr. WALKER: That undertaking of 1965 is the normal practice which takes place almost invariably. The notable exception, I suppose—and this is not a program—was my dealing, with the knowledge of my vice president and the president, directly with Mr. Watson in relation to the problems of "Seven Days". Prior to that, and if we want to go on with the chronology of this, would be delighted to do so—

Mr. STANBURY: Not for my benefit. At the moment I am trying to determine whether or not you feel that that undertaking should apply to the kind of situation in which you have terminated the contracts of Watson and LaPierre.



Mr. WALKER: No, it is a different kind of situation. However, I would like to go on for a second to complete my previous answer. In point of fact, the decision about the non-renewal of the contract for Mr. LaPierre and the different kind of contract for Mr. Watson next year was pursued down the line through Mr. Hogg, to Mr. Haggan, to Mr. Gauntlett. I have reason to believe it was done with Mr. Leiterman's knowledge, but he denies this.

The CHAIRMAN: I think the time has come to adjourn. On account of many of the members having to leave town tonight, we will meet tomorrow morning at eleven o'clock and then again after the question period in the afternoon.

(Translation)

Mr. PRUD'HOMME: Mr. Chairman.

The CHAIRMAN: Yes, Mr. Prud'homme.

Mr. PRUD'HOMME: What is the procedure to be followed, by you or by the clerk of Committee with regard to questions being put in my mouth. I remember the member who put the question. What is the procedure to be followed in the case of a committee such as this?

The CHAIRMAN: I think you should ask the Committee to make the correction and put it in the report yourself.

● (6:02 p.m.)

Mr. MACKASEY: How much time do I need if I want to summon another witness?

You may want to discuss it with the steering committee?

The CHAIRMAN: Yes.

Mr. MACKASEY: I want to call Miss Beryl Fox. How much time do you need in advance?

The CHAIRMAN: If you would care to advise the steering committee, it can consider it tomorrow. But she would not be called unless you asked that the list showing the precedence of witnesses be changed.

Mr. MACKASEY: I will discuss it tomorrow, Mr. Chairman.

The CHAIRMAN: All right.

OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 9

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THURSDAY, MAY 5, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESS:

Mr. H. G. Walker, Vice-President and General Manager, Network  
Broadcasting (English), Canadian Broadcasting Corporation.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Hymmen,	Mr. Prud'homme,
Mr. Béchar, d,	Mr. Johnston,	Mr. Richard,
Mr. Berger,	Mr. Mackasey,	Mr. Sherman,
Mr. Brand,	Mr. Macquarrie,	Mr. Stafford,
Mr. Cowan,	<sup>1</sup> Mr. Mather,	Mr. Stanbury,
Mr. Dubé,	Mr. McCleave,	Mr. Trudeau,
Mr. Fairweather,	Mr. Nugent,	Mr. Woolliams—(25).
Mr. Grégoire,	Mr. Prittie,	

M. Slack,  
*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Lewis after morning sitting of May 5.



ORDER OF REFERENCE

THURSDAY, May 5, 1966.

*Ordered*,—That the name of Mr. Lewis be substituted for that of Mr. Mather on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*

## REPORT TO THE HOUSE

THURSDAY, May 5, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### FIFTH REPORT

Your Committee recommends that its quorum be reduced from 13 to 9 members.

Respectfully submitted,

GÉRARD PELLETIER,  
*Chairman.*

## MINUTES OF PROCEEDINGS

THURSDAY, May 5, 1966.  
(17)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 11.10 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Brand, Cowan, Fairweather, Grégoire, Hymmen, Johnston, Mackasey, Macquarrie, McCleave, Pelletier, Prittie, Richard, Sherman, Stafford, Stanbury, Trudeau (19).

*Members also present:* Messrs. Duquet, Lewis, MacDonald (*Prince*), O'Keefe, Peters and Régimbal.

*In attendance:* Mr. Alphonse Ouimet, President, Canadian Broadcasting Corporation and Mr. H. G. Walker, Vice-President and General Manager, Network Broadcasting (English), CBC.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

Mr. Fairweather requested the production of the following documents which Mr. Walker agreed to table:

- (a) Organization chart of CBC senior echelons.
- (b) All public statements by the President of the CBC and other management officials since the middle of April, 1966, relating to the "Seven Days" dispute.
- (c) Complete transcript of "Newsmagazine" interview between Mr. Norman DePoe and Mr. Ouimet.

*(Note: The Chairman later tabled copies of the CBC corporate organization chart and the CBC English Networks organisation chart. Copies were distributed to members of the Committee. Identified as Exhibit "D".)*

Mr. Grégoire proposed that the "Seven Days" programs which, according to the CBC management were contentious programs, should be seen by members of the Committee.

After discussion, Mr. Grégoire agreed to defer his motion until later this sitting.

The Committee then resumed its examination of Mr. Walker, and he was questioned on various programming problems relating to "This Hour Has Seven Days", its co-hosts and matters relating to other producers in the public affairs division.

The examination of Mr. Walker still continuing, Mr. Grégoire moved, seconded by Mr. Asselin (*Charlevoix*),

Que les émissions, ou parties d'émissions, auxquelles l'administration s'objectait le plus vivement, soient montrées aux membres du comité à temps et à l'heure que le sous-comité directeur décidera après consultation.

(Translation)

That programs or parts of the programs to which management objected the most strongly, be shown to the members of the Committee, at a time and place which the Steering Subcommittee would decide after consultation.

Discussion on Mr. Grégoire's motion was deferred until this afternoon's sitting.

At 1.00 p.m., the Committee adjourned until 3.30 p.m. this afternoon.

#### AFTERNOON SITTING

(18)

The Committee resumed at 3.45 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Béchard, Berger, Brand, Cowan, Fairweather, Grégoire, Hymmen, Johnston, Lewis, Mackasey, McCleave, Pelletier, Prittie, Prud'homme, Richard, Sherman, Stafford, Stanbury, Trudeau (20).

*Members also present:* Messrs. MacDonald (*Prince*), Matheson, O'Keefe, Peters and Régimbal.

*In attendance:* (Same as at morning sitting).

After discussion, Mr. Grégoire's motion, proposed at the morning sitting was adopted.

The Committee resumed its examination of Mr. Walker and he was further questioned on programming problems.

The Committee agreed, unanimously, to request permission to sit while the House is sitting, such authority to have effect from Monday, May 9 to Thursday May 12, inclusive.

The examination of Mr. Walker still continuing, at 6 p.m., the Committee adjourned until 9.00 a.m. on Friday, May 6, 1966.

M. Slack,  
Clerk of the Committee.



## EVIDENCE

THURSDAY, May 5, 1966.

● (11.05 a.m.)

The CHAIRMAN: Order.

Mr. Fairweather?

Mr. FAIRWEATHER: Mr. Chairman, I think there is some information which would be helpful to the members of the Committee.

First of all, I wonder if there is an organization chart of the higher echelons of management? I think this has been referred to several times. If it is available we would like it tabled.

Then, I would like to have all the public statements by the president and other officials of management since this problem became public, say, from the middle of April onwards.

Lastly, I would like the full report, or the full transcript, of the News-magazine interview between Mr. DePoe and Mr. Ouimet. If this was edited I would like the unedited version in full.

Do you agree?

Some hon. MEMBERS: Agreed.

Mr. PRITTIE: On the same subject, has any member of the Committee asked for a transcript of Mr. Ouimet's talk with the employees over the closed circuit, and, if so, could it be indicated whether this would be available for the Committee.

The CHAIRMAN: It has not been asked for.

An hon. MEMBER: It has now.

The CHAIRMAN: Perhaps it is included in what Mr. Fairweather has asked for.

Mr. FAIRWEATHER: I have a copy of it. It is here if anyone wants it.

Mr. GRÉGOIRE: On the same subject, would it be possible to have those broadcasts of This Hour Has Seven Days which were contentious brought before his Committee so that we can see them?

An hon. MEMBER: Here, here.

The CHAIRMAN: What is the view of the Committee on this?

Mr. GRÉGOIRE: The committee is master of its own rules.

The CHAIRMAN: What I was asking for was to get some remarks from other members.

Mr. BASFORD: Mr. Grégoire would have to identify what he was specifically referring to.

Mr. GRÉGOIRE: I would make the identification this way, that we see the broadcasts which, in the mind of the management of the CBC, were of a contentious nature.

Mr. LEWIS: For what purpose? Could Mr. Grégoire tell us the purpose of this?

Mr. GRÉGOIRE: For the purpose that we see them.

Mr. FAIRWEATHER: In my own personal case I certainly do not want to substitute myself as a judge of programming. I think this is an individual matter, and I think it would be a dangerous thing if members of Parliament began to set themselves up as judges of taste.

Perhaps Mr. Grégoire has some other reason for his request. I suppose there would be as many different views as there are people here, or I would hope so.

Mr. BASFORD: I think Mr. Grégoire would really have to identify more clearly what he wants to see, other than just those pieces that have been contentious.

We have had a great deal of evidence on examples of programs which have been turned down and program items which have been turned down. I think he would have to identify those things he would like to see.

There is also the more important point, Mr. Chairman, which I think many members of the Committee have discussed informally among themselves, that there is a great danger in this Committee becoming a programming Committee, and I do not think anyone was elected to this Committee to become a programmer, or a censor, or to decide what goes on the air or what does not go on the air. This is a responsibility which management must have through its organization. I do not think we should allow ourselves to be put in the position of judging whether management was right or wrong in the type of program that it aired.

Mr. LEWIS: I would like to support the statements made by both gentlemen. I think I expressed a view like this on the first or second day when Mr. Régimbal asked for the same kind of thing.

There is a line which I appreciate is thin. After all, some of these programs have been described verbally and you cannot really argue that we have not heard evidence on the contents of the program. What Mr. Grégoire is asking for is the same evidence, but he is asking that it be visual. It would not be very consistent to say you can do the one and not the other. Some members want to see some of the programs on the same basis as the oral evidence that was given and it seems to me that either you have to exclude all the evidence on the subject or you cannot deny some members the right to see some of it visually if they wish to get a clear picture of the oral evidence.

But what I think is important is an understanding of the line of our authority and our rights as M. P's., that we are getting a picture of the internal organization of the CBC, and we must not attempt to interfere with the organization of an independent corporation.

Mr. BRAND: I seem to sense a little confusion here. I am wondering if Mr. Grégoire is referring to the ones which Mr. Walker has mentioned. I know he has referred to the failure to renew contracts owing to programs that have been aired rather than those which have not been aired. As I say, it seems that in some of those that have been aired there has been material which has been of great concern to the management. I am wondering which type of program Mr. Grégoire was referring to; that is, was it the one that had not been aired, or was he referring to those that had been aired?

Mr. GRÉGOIRE: Perhaps I can explain this a little. This program appears on the English network on Sunday night. Maybe Mr. Lewis and Mr. Basford have the opportunity to look at it, but we do not. This program does not come into Chicoutimi or Jonquière.

I saw one last Sunday, and since that time I would like to see a couple more. Maybe this is because we do not have it in our area. We would like to have the opportunity to make a better judgment on it. Therefore, I would propose that the films which have been aired, which, according to the management are contentious, ought to be shown to the members who have not got the same opportunity to view them on Sunday nights. Perhaps that would be fair for all members of the Committee.

The CHAIRMAN: In that regard there are two difficulties which the Committee would have to resolve. The first would be the identification of the specific programs that they would like to see, and the second one is that there does not seem to be general agreement.

You might have to identify the program, Mr. Grégoire, and then make a motion about it.

Mr. GRÉGOIRE: I move that the programs which have been aired on television and which, according to the management, were contentious programs—

An hon. MEMBER: Every one of them was.

Mr. BRAND: "Sleazy."

Mr. GRÉGOIRE: —all those they think were contentious—be seen by the Committee members if they so wish.

Mr. FAIRWEATHER: If they are not contentious they are of no use.

Mr. BRAND: Do you mean the "sleazy" ones?

The CHAIRMAN: Would you, Mr. Grégoire, make a written motion on this, and maybe we can take it up at the end of the meeting.

Mr. MACKASEY: To assist Mr. Grégoire, earlier in the proceedings Mr. Watson defined four general areas into which programming fell—religion, politics, morals, and what he called the ombudsman type of thing. Possibly you could select, or recommend to management that they select, some programs which management thought were in poor taste.

I think that would be a proper cross section of what the program is.



Mr. STANBURY: It would not necessarily be an entire program. I think Mr. Walker indicated that certain parts of certain programs were considered offensive by management, and this, I think, is what Mr. Grégoire is referring to.

Mr. ASSELIN (*Charlevoix*): Mr. Walker said Mr. LaPierre was fired because he was shown in certain programs to be too emotional. I think it might be proper for the Committee to see, by looking at these programs, how Mr. LaPierre was showing his emotion.

We do not want to interpret the policies of management of the CBC, but I think it would be proper for the Committee to check and to see this part of the program where Mr. LaPierre was showing his emotions.

The CHAIRMAN: We could have a motion about this at the end of this meeting, or this afternoon, and then we can make a decision on it.

I am advised by the witness that all the documents which he has been asked to table could be here this afternoon, with the exception of one.

Mr. WALKER: I said I would make an attempt to bring them here this afternoon.

The third request, which was in connection with the Newsmagazine program, may take a number of days—

The CHAIRMAN: There is no hurry.

Mr. WALKER: All right.

The CHAIRMAN: Mr. Mackasey, did you not indicate that you had something you wished to say.

Mr. MACKASEY: I asked, on a point of information, about the procedure to be followed if I wanted to summon one particular witness. I would like to reserve my right to exercise this privilege until a little later in the hearing.

The CHAIRMAN: All right.

Mr. ASSELIN (*Charlevoix*): I want to second the motion.

The CHAIRMAN: About the showing of the programs?

Mr. GRÉGOIRE: Dr. Ollivier is preparing the motion.

The CHAIRMAN: Mr. Stanbury?

Mr. STANBURY: When we adjourned last night I had very ingeniously displaced Mr. Basford as questioner by giving him a message that he was required in the House. Perhaps I could finish my initial period of questioning and then Mr. Basford could continue, because he had an opportunity to ask only one question. Would that be satisfactory?

The CHAIRMAN: Yes. I had already inquired of Mr. Basford whether he wanted this wrong to be corrected this morning.

Mr. STANBURY: Mr. Walker, I think we were talking about lines of authority last night when we adjourned. Mr. Fairweather had referred to the dry-eyed syndrome. I am interested in the short-circuiting syndrome. Why did you short-circuit the lines of authority, if you did, as has been alleged in this particular case.



Mr. WALKER: Are you referring to the talk I had with Mr. Watson?

Mr. STANBURY: Well, according to the evidence we have heard, you seemed, in having terminated these contracts, to have made the decision not to renew these contracts yourself and communicated them directly rather than going through the usual lines of authority.

Mr. WALKER: This is not quite correct, but the circumstances are precisely these, that in discussion with Mr. Hogg, who is director of news and public affairs, at a point which would be very close to the beginning of the problem last year, we had come to a conclusion that these two co-hosts should not be renewed for the following season.

I am skipping some dates here, and I am now coming to the date of April 5—

Mr. LEWIS: I must have missed something. Did you say Mr. Hogg and you reached a conclusion?

Mr. WALKER: Yes; and on April 5, in my office in Ottawa here, Mr. Hogg was present with Mr. Haggan; they were not there for this particular reason; it was another matter about which they had asked permission to see me, and this was to make reference to the up-coming season next fall.

There was the expression, on the part of Mr. Haggan, of some concern about the personnel that would be involved in the production of "Seven Days." Specifically, he referred again—I will come to your point in just a moment—he referred again to the names of Mr. Zolf and Mr. Faibish. There was no question of any firing, or of any non-renewal. This was a program decision which we had previously discussed and which he had presumably passed down the line.

The name of Mr. Watson came up in the context of this Canadian program, this Canadian venture in programming, which I referred to yesterday with great enthusiasm. Mr. Haggan said that he was a little concerned in relation to the timing of the first of these Canadian programs. We were hopeful that it would be in October at that time, and certainly were still hopeful. He said he wanted to consider presenting the name of Patrick Watson as the producer; there would be two hosts, one from the English network and one from the French network. It was to be a total unit with French colleagues and English colleagues working together, co-planning and co-producing.

I said: "Are you making this as a recommendation?" He said: "No, I want to think it over, but time is wasting and we will have to get on with it."

I said: "If you are about to make this recommendation then I wish to have a man-to-man talk with Mr. Watson." This was in the light of the concern I had about him, and, in particular, in the context of the assignment of him. I wanted to have a talk with Patrick Watson. He said: "This is most urgent. If I am going to make a recommendation to you for your consideration, and if Watson is to be associated with this program it has to be dealt with now." I was not going to Toronto that night, but I said I would go. I said: "I want to have this understanding with him in relation to past difficulties, and I will speak to him about his interest in this project." I had been informed at that time by Mr. Haggan that Mr. Watson had been one of the originators of the idea.

● (11.25 a.m.)

Mr. STANBURY: Then, the purpose of your meeting with Mr. Watson was not to inform him that his contract for "Seven Days" would not be renewed?

Mr. WALKER: No. Many weeks ago prior to April 5, the discussions I had with Mr. Hogg with the knowledge of the president and vice president, went down the line properly to Mr. Haggan and Mr. Gauntlett, and although I do not know, I have some reason to think, probably, to Mr. Leiterman. However, that is beside the point. The decision had gone down the line prior to April 5.

Mr. STANBURY: Did you believe that this decision had been communicated to the individuals concerned or did you feel that this would be done at the appropriate time?

Mr. WALKER: I must be fair to Mr. Hogg, who said a couple of times he felt there was a great danger, if this news had been broken in mid season, whether the series might have continued. However, the discussion was going on and on and on and on a number of occasions I asked Mr. Hogg if a decision could be arrived at rather quickly with regard to next fall.

Mr. STANBURY: Could I ask if there was any recommendation for the non-renewal of these contracts from the producer level?

Mr. WALKER: No.

Mr. STANBURY: That is, from the executive producer's level or the producer's level?

Mr. WALKER: Not at all.

Mr. STANBURY: From the supervisory level, or from Mr. Hogg?

Mr. WALKER: No.

Mr. STANBURY: There was no recommendation upwards about the non-renewal?

Mr. WALKER: That is correct.

Mr. STANBURY: Is it not one of the duties and responsibilities of producers to recommend hiring and firing?

Mr. WALKER: Yes.

Mr. STANBURY: Then, is this not a case of someone at a level above Mr. Hogg taking over a responsibility that normally rested with the producer and the executive producer, Mr. Hogg?

Mr. WALKER: Well, it is a question of how you put it. It is not a question of taking over; the final authority for everything the Corporation does is in accordance with the act, the president and the board and it is delegated down through various levels of management. As a general rule, there is no question about it; the delegation goes right down the line. A recent example is Juliette's non-renewal of contract. That is down at the production level, and this is where it works. But, there will be occasions when, for good reasons—and management has good reasons in this case—and after proper discussion, management will act. This occurred over a period of at least back to January, when we firmly came to the conclusion about the non-renewal of these two particular contracts.

Mr. STANBURY: When you say "we" do you mean persons at top management level?

Mr. WALKER: I mean Mr. Hogg and myself, with the understanding of the president and the vice president. The discussion with Mr. Hogg took place nine or ten weeks before April 5. Mr. Haggan was aware of it and Mr. Gauntlett was aware of it.

Mr. STANBURY: But it was not on the recommendation of Mr. Hogg or those—

Mr. WALKER: No, but with the agreement of Mr. Hogg.

Mr. STANBURY: Then, in this case at least the executive producer and the producers were not permitted to exercise a power and responsibility which they normally have, to recommend hiring and firing of talent?

Mr. WALKER: That is correct, yes.

Mr. STANBURY: Was it not a basic argument of management in the Montreal producers strike that producers should not be permitted to organize because they had a duty and responsibility to recommend hiring and firing?

Mr. WALKER: I cannot really comment too accurately on the Montreal situation. I have some knowledge of it but I do not think it would be my position to comment upon it too much. But, I have to refer back and say again the final and total authority of everything we do goes right up to the top. There will be occasions when perhaps there will be a situation that suggests a reluctance on the part of the supervisor at the program level concerned not to agree with management—that is, the upper strata of management; in that case there has to be some authority applied. This is our responsibility, and this is the case in this instance.

Mr. STANBURY: I do not want to take much more time because others want to ask questions. May I ask you why, in the light of all you have said, and assuming you must make a judgment whether or not people's contracts should be renewed—

Mr. WALKER: I said in this case.

Mr. STANBURY: Why was it in this case that you decided to dispose of the hosts rather than the persons responsible for the program?

Mr. WALKER: Because as I said yesterday, the co-hosts were the ones, for different reasons which I gave yesterday, that we wanted to have removed.

Mr. STANBURY: Well, I am afraid the reasons were not too clear in my mind. You mentioned certain offensive parts of the program and I do not understand how the offensive parts of the program could be entirely or even largely due to the behaviour or the judgment of the hosts; I should think the producers, the executive producer and their superiors would be the ones that you would consider responsible for what is aired.

Mr. WALKER: That is true. May I recall that I said yesterday it was our considered view that one of the difficulties in the "Seven Days" unit was the



problem of having two bosses in the first year, and the two were the two co-executive producers.

Mr. STANBURY: You are planning to have two bosses for the centennial.

Mr. WALKER: That is in an entirely different context; this is in reference to a program in Canada with the French and English networks working together.

Mr. STANBURY: Like Mr. LaPierre and Mr. Watson, for instance?

Mr. WALKER: No; like Mr. Watson and someone from the French network. I said that we had been concerned for some time that there were two bosses; we wanted to split that combination up, seeing that there might be some reason to believe that we would be able to lessen some of the difficulties with one boss. I will tell you honestly it did not really matter to me whether it was Mr. Watson who was the boss of "Seven Days" or Mr. Leiterman; they are both highly qualified people. That was one of the reasons for the decision to split.

Mr. STANBURY: In any event, you did not feel that any offensive matters that were aired on this program were sufficiently the responsibility of the executive producer or the supervisor to in any way discipline them.

Mr. WALKER: Yes, most certainly. I had one or two talks with Mr. Leiterman, perhaps three, in association with Mr. Hogg. But, I am sure that Mr. Hogg and Mr. Haggan have talked innumerable times over the two year period about the offensive items—that is, talked with Mr. Leiterman. That is their responsibility and, indeed, Mr. Gauntlett, who is the first line supervisor. Yes, Mr. Leiterman has the full responsibility. But, in reference again to Mr. Watson, my understanding is that though he is a co-host—and I was informed of this—I cannot tell you when; he does participate in the decisions, many of the decisions and ideas, and is aware of some of the planning. In fact, I think he has been referred to as being part of the editorial board, if you will.

Mr. STANBURY: I think in all fairness, I should allow Mr. Basford to pick up where he left off, and perhaps I may have an opportunity of putting further questions later on.

Mr. WALKER: By all means. Thank you.

Mr. BASFORD: As I recall, and I am not trying to put words into my own mouth—please correct me if I am wrong—in an answer to me yesterday you said that the problem within the CBC of communication was not a problem of the organization but of people. Which people?

Mr. WALKER: I think I would not like to be too specific, and I hope you understand this. This is a management problem with which we are dealing and concerned about. I think I did say that the organization, so far as I am concerned, is quite clear and the lines are short, but I think it is mainly people that are concerning me. And, I think I referred to them as middle management people. I must be clear on this. I mean below the level of Mr. Hogg I am quite concerned that there is something that has not been operating properly and I am afraid it does involve people to the extent that we have had two years difficulty; to the extent that we have had a front-line supervisor; to the extent that we have had a supervisor of current affairs; to the extent that we have had



a general supervisor of programming—and that is the line that goes down into the production of the program. On top of all that the total responsibility for news and public affairs rests with Mr. Hogg. But, I am talking of the level below Mr. Hogg and I say, yes, it is people that concern me. I do not think it is the organization.

Mr. BASFORD: Well, precisely what concerns me is that this apparent problem has been going on for two years—and you have identified that this problem is with middle management—and yet senior management solves the problem by firing two people and not renewing the contracts of two people at the very bottom.

Mr. WALKER: It is not done exactly that way. Certainly that is the subject of the matter at the moment. But, I can assure you that many, many discussions have gone on below my level in a determination to continue this program and to eliminate the material that we referred to yesterday, and that Mr. Haggan referred to, that was offensive; those items that were in poor taste; those items that were improperly researched; where program integrity was involved, and that kind of thing. So, it is not just simply our having waited for two years and suddenly come to a decision with regard to next fall.

For two long years there have been continuing discussions at all levels of that middle management area and very frequently up to my level, as to why the program or an item in a program went wrong and we have explored why it went wrong at considerable depth and so on. These are continuing things that have been going on for two years. So, I do not want to leave the impression that we sat back and waited for two years and suddenly stepped in. This is not so. Mr. Hogg certainly could comment on that because he has been the man in the middle, if you will. He has been fronting many of these things, many distressing problems, with a great deal of distress to himself.

Mr. BASFORD: I was not suggesting you had not done anything for two years, but it seems to me that your ultimate solution is to fire two men at the very bottom.

Mr. WALKER: Well, what would the bottom be?

Mr. BASFORD: Well, firing two hosts on a scripted show when what you seem to indicate is that the problem is with middle management.

Mr. WALKER: Yes, I think so. I think the problem is with middle management, and I am using these two examples because they have obtained, I feel, quite strongly, in the case of Mr. LaPierre—I tried to explain it in general terms yesterday, and I find it difficult to do other than that about Mr. LaPierre. I think that action should have been taken, where it properly should have been taken, at the supervisory level but, again, it did not take place. There were many discussions with Mr. LaPierre; you heard Mr. Haggan say this. There certainly have been many discussions with the whole group, the whole unit.

Mr. BASFORD: Well, you explained yesterday that most, if not all, of the problem items were—and I think you used the expression *post facto* items.

Mr. WALKER: Yes. It is interesting to me that most of them are *post facto*. I used that expression to illustrate, hopefully, in some way that top management,

let us say the Corporation, has not been breathing down the necks of these people who are in the "Seven Days" unit, and down through the line with regard to something that is happening each Sunday. This is not true. I said yesterday I personally do not get the items that appear on the program in advance. I did not. I did get them, at least, a good part of the first year when the program was on the air, simply because we wanted to be involved. This was an experiment. They were going into many controversial situations. At least, we wanted to have a chance to defend them by knowing what was going on in advance. At that time, we did not have Mr. Gauntlett appointed as the front-line supervisor so Mr. Haggan with his other vast responsibilities in the public affairs department, I am afraid, was forced into the position in the first year of almost devoting his full time to "Seven Days". So, we appointed Mr. Gauntlett as the first-line supervisor.

You are correct in stating that I used the term *post facto*; it is true most of the difficulties are ones that have been on the air; they were not stopped at all. Undoubtedly there were many discussions with Mr. Haggan and, indeed, probably with Mr. Hogg, that I would not have heard about or have no need to hear about. But, programs went on the air and they did not quite come off. They did not seem to be properly researched; some seemed to be in poor taste on occasion, and so on.

Mr. BASFORD: Well, if management or the Corporation—whichever word you care to use—has had two years of *post facto* items which presumably were approved by the supervisors why did you not fire the supervisors?

Mr. WALKER: I have to say, as I said yesterday, that I happen to be one—and I gather there are one or two others—that likes the program. I want it to continue. I think it is a good program and a program that should be part of the Canadian Broadcasting Corporation. It is exciting and new; it is something we want in television and we want to continue with it. Now, two years seems to be a long time, but it is not exactly two calendar years; it is two seasons. The first season was a real experiment and the second season was something comparable to an experiment as well. I think I personally, as well as others in the management line, were in that middle position where we wanted the program but we wanted the elimination of some of the things which, quite obviously, were wrong and on which it would be quite improper to make an arbitrary decision such as: (a) Cancel the program when it seemed to be building and have some hope for the future, and/or (b) fire the principal man who must be given full credit, along with his editorial panel, for guiding this program through two years. I am referring to Mr. Leiterman, and I give him full marks for being as aggressive as he has been in developing the items, perhaps too often unwisely but nevertheless helping to bring it through the experimental stage. That is a kind of long-winded answer to your question as to why did we continue it so long and why we did not take action and fire the people responsible. We did not want to.

Mr. BASFORD: These are not your words but those of the president, "we want a bigger and better Seven Days". Do I take it that management is confident in middle management, Mr. Gauntlett, Mr. Haggan and Mr. Hogg, in

putting forward a bigger and better "Seven Days" which would be properly supervised?

● (11:45 a.m.)

Mr. WALKER: Mr. Hogg is at the top of that middle management line. I would rather refer to Mr. Haggan, perhaps Mr. Gauntlett and, hopefully, Mr. Leiterman. At this moment I have enough confidence to believe there is hope that the program will return in the fall and will be better—I really do. Now, I cannot predict what is going to happen as a result of the difficult recent days. It is possible that Mr. Leiterman will not agree to continue, and it would be a most difficult problem for Mr. Haggan to find somebody with that kind of special ability to conduct a magazine type of television program. This would be a problem. I can only say to you that so far as management at all levels is concerned, we want the program to continue. If Mr. Leiterman decides that he cannot continue, I think it is possible we may find someone else for next fall, but it will not be easy. In terms of television planning, you have to start a number of months ahead.

Mr. BASFORD: Do I take it then, that that is a vote of confidence in Mr. Haggan, as supervisor of public affairs, to supervise the "Seven Days" next year?

Mr. WALKER: No, you may not take it as a vote of confidence in Mr. Haggan to supervise public affairs next year. I have not said anything other than that, but I do not like to be put in the position of expressing a vote of confidence in his context. This is a problem we are dealing with now.

Mr. BASFORD: Is it not exactly what is required, that either middle management or the supervisors have a vote of confidence or be dismissed?

Mr. WALKER: That is correct, and we will be dealing with this.

Mr. BASFORD: You mean in the fall?

Mr. WALKER: No, I did not say that.

Mr. BRAND: What did you say?

Mr. BASFORD: I take it this is one of the essences of the problem, that the supervisors either must be given a vote of confidence or must be dealt with.

Mr. WALKER: That is correct.

Mr. BASFORD: You said management was going to deal with this. I think I am entitled to ask what management intends doing.

Mr. WALKER: We intend to determine our position in relation to the kind of supervisor that has been given this particular program. At this point we are not satisfied; otherwise we would not have the problem we have now. We will determine, at a very early date—and the determination of this is in progress now—where this thing failed, why the problems were not contained at the proper level, why they emerged in public as a massive dispute, and so on. At the proper time a vote of confidence will be given to the people concerned or, if you want to put it crudely, the axe will fall.



Mr. BASFORD: Would it not have been better to do it two months ago rather than first to eliminate the two hosts?

Mr. WALKER: We have been doing it for two years and, hopefully, trying to contain some of the problems with the people who are responsible. I must give full credit to some of the people, if not all of them, who have been doing a considerable amount to contain these problems. It is a question of degree; did they make sufficient effort—By “they” I mean those who are at the supervisory end—to try to contain these problems that we have been dealing with or not. That is something we will have to determine.

Mr. BASFORD: You said yesterday that part of the problem was that the “Seven Days” unit had developed a little empire. I am not sure that those are your exact words.

Mr. WALKER: A small corporation within the Corporation.

Mr. BASFORD: And that you did not have similar problems with other production units. If that is the case, why were the producers in all of the Toronto units presumably prepared to go in league with the “Seven Days” unit?

Mr. WALKER: I think I would have to say here that matters of principle are involved. I am in complete sympathy and understanding with the producers' association when it seems, in any situation, that the heavy hand of management was being applied improperly. It is quite proper for the producers' association, or for a group of producers, to be concerned about it, especially if it involves one of their people, as was the case we referred to yesterday in 1965 involving one producer. I understand it if they want a full explanation of why a heavy hand is applied by management when the delegated authority usually rests with the front line supervisor and even with themselves in the hiring and firing of talent.

Mr. BASFORD: I have been watching the clock, Mr. Chairman, and I will stop now, although I would love to continue.

Mr. LEWIS: Mr. Walker, may I start by making a request from you? I know how difficult it is to answer some of the questions without going into a lengthy description, but I would very much like to cover several fields. I would therefore be grateful if you could make your answers briefer than I have heard them.

Mr. WALKER: With pleasure.

Mr. BASFORD: If Mr. Watson had been briefer we would have had Mr. Walker three days ago.

Mr. LEWIS: We are now learning that one wrong does not make the other right.

Mr. WALKER: I would be glad to be briefer.

Mr. LEWIS: I would like to start off where Messrs. Basford and Stanbury took off. Let me see if I understand the evidence you have given on the question of the termination of the contracts of the hosts. I understood you to say that you want “Seven Days”, and that you want it to continue as a controversial program.



Mr. WALKER: I also understood you to say that you want Douglas Leiterman to be the executive producer of the program.

Mr. WALKER: That is correct.

Mr. LEWIS: I assume from what you said that you also want Mr. Lefolii and Mr. Hoyt.

Mr. WALKER: I did not refer to them.

Mr. LEWIS: I did not say you referred to them but I did assume from what you said that you have no objection to Messrs. Lefolii and Hoyt continuing as producers of the program.

Mr. WALKER: That is correct.

Mr. LEWIS: Is there any doubt that if anyone is responsible for bad parts in the program—and I have no doubt there were bad parts—the three people primarily responsible are Mr. Leiterman, Mr. Hoyt and Mr. Lefolii? Is that not right?

Mr. WALKER: I am trying to contain my answer in as few words as possible, as you requested. I mentioned, a few moments ago, that I am informed there is an editorial panel or board behind the scenes which does include Mr. Watson.

Mr. LEWIS: Am I not right?

Mr. WALKER: Are you right?

Mr. LEWIS: Mr. Hoyt is the producer of a program one week, Mr. Lefolii is the producer of the program next week. Initially, they are responsible for the content of the program.

Mr. WALKER: With Mr. Leiterman.

Mr. LEWIS: And over them is the executive producer. So that, in the first place, the people responsible for any sleazy, objectionable or sensational parts of the program are Mr. Leiterman, Mr. Lefolii and Mr. Hoyt.

Mr. WALKER: That is right.

Mr. LEWIS: And you obviously have confidence that despite this fact you can make a better "Seven Days" with the same people in charge?

Mr. WALKER: Hopefully, yes.

Mr. LEWIS: At this time you have confidence, do you not?

Mr. WALKER: Yes.

Mr. LEWIS: You are, through us, asking Mr. Leiterman not to quit. Am I right?

Mr. WALKER: Not through you, sir.

Mr. LEWIS: Through your evidence here.

Mr. WALKER: In my evidence I said I am hoping that perhaps Mr. Leiterman will agree to continue next fall.

Mr. LEWIS: I was not exaggerating then when I said that you have confidence that despite his past errors he will do a better job than ever before?

Mr. WALKER: I have confidence he can do a better job.

Mr. LEWIS: I am sorry, I am not really quibbling, but you must have confidence he will do so or you would not keep him. The fact he can do so is not enough for you to ask him to stay. You must have confidence that he will do so.

Mr. WALKER: Right.

Mr. LEWIS: And yet, Mr. Walker, you are trying to persuade us—and this is my difficulty—that, despite this confidence in Mr. Leiterman, Mr. Hoyt and Mr. Lefolii, you have not enough confidence in them to decide who the hosts shall be on the program that you have confidence they will make even better.

Mr. WALKER: That is correct.

Mr. LEWIS: Are you ready to leave it there? Do you think there is no inconsistency there?

Mr. WALKER: No.

Mr. LEWIS: Am I right then in thinking Mr. Leiterman, Mr. Hoyt and Mr. Lefolii want Watson and LaPierre to continue as hosts?

Mr. WALKER: That is my understanding.

Mr. LEWIS: And does Mr. Haggan want them to continue as hosts?

Mr. WALKER: Yes.

Mr. LEWIS: Am I right in thinking Mr. Gauntlett thinks they did a good job as hosts?

Mr. WALKER: I believe that is so. I cannot be quite as clear in the case of Mr. Gauntlett.

Mr. LEWIS: So everyone in supervision of production, with authority below Mr. Hogg, wants Watson and LaPierre to be hosts.

Mr. WALKER: That would seem to be the case.

Mr. LEWIS: Are you suggesting Mr. Hogg recommended their removal?

Mr. WALKER: No, I said that in discussion with Mr. Hogg he agreed with me that they should be removed as co-hosts.

Mr. LEWIS: Mr. Hogg will undoubtedly be called as a witness and I want to be sure what you mean by that. Do you mean that you said to him that Watson and LaPierre had to go and he accepted it? Or do you mean he said to you at some point in the conversation: "I agree with you that Watson and LaPierre are not any good, or cannot be kept, and they have to go"? Which do you mean?

Mr. WALKER: What I mean is that in discussions over a rather lengthy period Mr. Hogg and I came to an agreement that they should be removed.

Mr. LEWIS: Mr. Walker, I know nothing about this. Did you give Mr. Hogg an opportunity to come to an agreement or did you tell him: "Mr. Watson and Mr. LaPierre have to go"?

Mr. WALKER: I said that over a period of discussions of the problems a they related to Watson and LaPierre—in my view anyway and Mr. Hogg was in

agreement with me—he agreed that their contracts should not be renewed next fall; we agreed.

Mr. LEWIS: We agreed? Did he agree?

Mr. WALKER: Yes.

Mr. LEWIS: Are you satisfied in saying to the Committee that you are satisfied that Mr. Hogg shares your view that Watson and LaPierre are not good for the program?

Mr. WALKER: That is my view, but I think, in fairness, you should ask Mr. Hogg.

Mr. LEWIS: Of course I will. You pulled Mr. Hogg in by saying he agreed with you. I want to know exactly what it is you are leaving with us. Did I state it correctly?

Mr. WALKER: Yes, you did.

Mr. LEWIS: That that is your evidence on Mr. Hogg's attitude?

Mr. WALKER: That is right.

Mr. LEWIS: You say that in the case of Watson, you never said to him anything about disloyalty to management?

Mr. WALKER: That is right.

Mr. LEWIS: Mr. Walker, I have to do this because I think we should know exactly what the situation is. You have, no doubt, looked at the report of the proceedings of the first meeting of this Committee on this subject and I am going to take the trouble of going over the assertions of Mr. Watson one by one and ask you whether Mr. Watson was mistaken or not.

Mr. WALKER: Please do.

Mr. LEWIS: On page 36 of the transcript Mr. Watson said that the reasons you gave for separating him—and I am not reading word for word—from the program This Hour Has Seven Days were, first, that you thought, or it was thought, that he had a chip on his shoulder towards management. Would that be an incorrect statement by Mr. Watson?

Mr. WALKER: It would be incorrect in part. I said that he had, over a long period of time, given the appearance of, as is sometimes described, an angry young man, a young man with a chip on his shoulder, and that he had given considerable difficulties to the Corporation. That was my view and that is what expressed in my private talk with Mr. Watson.

Mr. LEWIS: So you would not disagree with him that he had something like a chip on his shoulder against management?

Mr. WALKER: I did not say management, I said Corporation.

Mr. LEWIS: To him they would mean the same thing, would they not?

Mr. WALKER: Not necessarily.

Mr. LEWIS: Whom would he think of?



Mr. WALKER: He would probably think of top management, which is a description I do not like to use myself; he would think of the Ottawa headquarters.

Mr. LEWIS: That is what he thought, I am sure, when he spoke to us, and that is what you meant.

Mr. WALKER: I said "against the Corporation".

Mr. LEWIS: Then he said you had said to him that he was anti-management, that he was disloyal to management.

Mr. WALKER: I did not say that.

Mr. LEWIS: That perhaps you had said that he was anti-Corporation, anti-president.

Mr. WALKER: No, this was not said.

Mr. LEWIS: In this transcript it is said that those were the actual words used. Mr. Watson said: "I have my notes which contain some quotations, if the Committee requires them", and then he puts the following words in quotes: "Anti-president, anti-management, perhaps anti-Corporation, anti-CBC."

Mr. WALKER: That is rather a large bag. My discussion with him ranged over quite a considerable field. I have described my private discussion with Mr. Watson. This is the way it was identified, to begin with, as a man to man discussion to try to determine exactly why he seemed to be so angry on occasion. The words "disloyalty" or "loyalty" were never used by me; they may have been used by him, I cannot recall.

Mr. LEWIS: He said this was in his notes. He did not mention the word "disloyalty".

Mr. WALKER: I believe he retracted that. I expressed great concern about his attitude to the Corporation, the fact that he always seemed to be ready to throw out a challenge, and frequently seemed to regard the top management of the Corporation as a kind of monster that he had to fight constantly. I said it was quite unnecessary and there did not seem to be any reason for this. That is where I got to the point of saying: "You seem to be an angry young man, a man with a chip on his shoulder. I would like to understand the man Patrick Watson a little bit more than I have in the past".

I am sorry if I am being a bit lengthy but I have to relate this to the main purpose of the private discussion with Mr. Watson. I wanted to understand him a little better in relation to the past difficulties and challenges that we had from him having to do with the possible recommendation for him to assume a very important responsibility on this new Canadian program venture. That was the point of discussion. The discussion ranged rather freely over many areas. We talked about this attitude towards the present Canadian problem; was he really interested in this kind of program. He said he was interested, of course.

Mr. LEWIS: Which Canadian problem?

Mr. WALKER: The present Canadian problem in terms of biculturalism and bilingualism, and so on. This quarterly report program that we are hopefully going to begin in October will be a look at the nation's present problems and



will be done by French and English colleagues. I wanted to understand his attitude towards the problems of Canada at present. It is important for all levels of top management to understand the attitude of anyone who is going to be assigned to a program of this importance. This was a very fruitful and useful discussion, which he himself identified as useful.

Mr. LEWIS: I have no doubt, but whether or not the words he used were the exact words that you remember is at question. What you say to me seems to suggest that undoubtedly you let Mr. Watson know that he challenged top management frequently and you wanted to know why.

Mr. WALKER: Yes.

Mr. LEWIS: And that he showed an attitude which was less than respectful—those are not your words but mine—and you wanted to know why?

Mr. WALKER: Yes, you could put it that way.

Mr. LEWIS: And were not these the reasons for not renewing Mr. Watson's contract? I am now speaking of his attitude towards management. Was that not a reason for not renewing his contract?

Mr. WALKER: You do have to understand we are hopefully renewing his contract in relation to a more important program.

● (12:05 p.m.)

Mr. LEWIS: Were not these your reasons for not renewing his contract with "Seven Days"?

Mr. WALKER: No, sir.

Mr. LEWIS: Was not the reason for your not renewing his contract to work on "Seven Days" simply that you thought that he was a bad influence on Leiterman? Those are your words, not mine.

Mr. WALKER: No, they are your words. I repeat that the combination of two bosses, we feel, is not a good thing.

Mr. LEWIS: But you said this before. You have gone back to the time you separated Mr. Watson and Mr. Leiterman. We are a little beyond that. We are in the second year. Mr. Watson is no longer the co-producer; he is not a co-boss. Therefore, you need not retrace that history. Watson and Leiterman were already separated. Watson was only a host. Therefore, you must have some other explanation.

Mr. WALKER: Yes; the reason I have already given, whether in response to questions here or not, is that it was my understanding that Mr. Watson was part of the editorial board.

Mr. LEWIS: Did you inquire from Mr. Leiterman? If I remember correctly—unfortunately, the transcript is not here and I did not make notes, and I invite you or any other member, if my memory is wrong, to correct me—if I remember correctly Mr. Leiterman in his evidence denied that Watson had any producing influence on the situation in the second season, and, according to my recollection, he said: "I often did not see him for weeks except during the Sunday rehearsal."

Mr. WALKER: Yes.

Mr. LEWIS: I am pretty sure that is accurate.

Did you ever ask Mr. Leiterman whether Mr. Watson was interfering with his work?

Mr. WALKER: No.

Mr. LEWIS: You decided on your own—without any evidence that Mr. Watson had anything to do with the things which you dislike on the program—that you would remove him?

Mr. WALKER: Yes.

Mr. LEWIS: And you think that is the right way to carry on a program?

Mr. WALKER: Yes, I do.

Mr. LEWIS: You do not think it is your duty to discuss it with other people?

Mr. WALKER: I did discuss it.

Mr. LEWIS: With the executive producer.

Mr. WALKER: Well, no; but it went down the line from me.

Mr. LEWIS: Did you find out if it went down the line?

Mr. WALKER: Yes.

Mr. LEWIS: And did it go down the line?

Mr. WALKER: Yes, it went down the line to Mr. Gauntlett.

Mr. LEWIS: When did it go down the line to Mr. Gauntlett?

Mr. WALKER: Probably 10 weeks before April 1.

Mr. LEWIS: We have heard that January was the first time that Mr. Haggan heard about it. Would that be right?

Mr. WALKER: It could be—well, no; I think probably early February.

Mr. LEWIS: Well, Mr. Walker, let me ask you this: Now that you have heard from Mr. Leiterman, through me or some of the Committee, that your judgment about Mr. Watson's interference was without foundation, are you now prepared to reconsider—never mind LaPierre at the moment—are you now prepared to reconsider the removal of Watson as host of the program?

Mr. WALKER: I did not accept "interference". That is, perhaps, one of the things—

Mr. LEWIS: Mr. Leiterman denied it. He said you were wrong; that the basis on which you say you are removing Mr. Watson is unfounded and does not exist; you are actually in error. Your basis having been removed are you now prepared to take Mr. Watson back?

Mr. WALKER: I am not prepared to admit that I was wrong. I still believe that Mr. Watson was an influence and is an influence on the program.

There is the other factor, and that is that we want Mr. Watson to do the Canadian program I am talking about.

Mr. LEWIS: Have you discussed with Mr. Watson whether or not he would do both?

Mr. WALKER: I have discussed it with Mr. Haggan, and the decision has been given to Mr. Haggan that Mr. Watson is wanted for this program. This was back on April 15, I believe.

Mr. LEWIS: Why could not your activities, Mr. Walker, wait until the season was completed? You could, from what we have heard, have made the changes in personnel for the program for next fall between May 8 and September or October or whenever it starts, in the normal way, probably without causing very much of a ripple. Why did you go out of your way to create one of the nastiest situations which the Corporation has been involved in over many years? For what purpose did you do that Mr. Walker?

Mr. WALKER: Well, I am not prepared to accept that I went out of my way to create the nasty situation. I think it is really not proper, if I may say so, to charge me with having gone out of my way to create a nasty situation. I did not.

Mr. LEWIS: I do so charge because of the fact that, according to the evidence, Mr. Haggan suggested to you, or suggested to Mr. Hogg, that these changes should not be allowed to be made during the mid-season.

Mr. WALKER: Yes.

Mr. LEWIS: What was it that made it so necessary for you to bring the axe down on April 5 instead of waiting for four more weeks and doing it in the normal staffing of the program for the next fall, when it could have been done, as I have said, without probably causing even a ripple?

Mr. WALKER: Well, there are two reasons, and I would refer to the date of April 5 when Mr. Haggan was most anxious for me to be prepared to accept as a most urgent recommendation that Mr. Watson be associated with the "Quarterly Report" program which is the new program.

Mr. LEWIS: Is that really the reason that could not apply to Mr. LaPierre.

Mr. WALKER: The reason in relation to the timing?

Mr. LEWIS: The reason in relation to the timing. In other words, you could have discussed it with Mr. Watson without allowing the axe to fall; and this did not apply to LaPierre.

Mr. WALKER: No; but I considered that—

Mr. LEWIS: That is all.

The CHAIRMAN: Did you want to finish?

Mr. WALKER: If I may. I wanted to have a talk with Mr. Watson because of what was being recommended, or was about to be recommended, by Mr. Haggan. I wanted to have, as I choose to call it again, a man-to-man confrontation with him to understand the man a little bit better than I had in relation to the challenges, when this recommendation was about to be made for him to assume an even greater responsibility about which there was some urgency.



The CHAIRMAN: Mr. Prittie?

Mr. LEWIS: Mr. Chairman, there was a second point which Mr. Walker mentioned, and perhaps Mr. Walker should be allowed to continue—

Mr. WALKER: I have forgotten it.

Mr. PRITTIE: In this same connection, Mr. Walker, about the timing of the notice not to renew the contracts of Mr. Watson or Mr. LaPierre for next year, it was not done earlier because Mr. Haggan felt that it would upset the production of the program. Would this not have had the same effect on the remaining four or five programs that still have to go on? This, again, is the same point which Mr. Lewis made. Would it not have been better to wait until the end of the series before injecting this sort of thing—

Mr. WALKER: That reminds me of my second point. The second point is that it is quite normal in any broadcasting organization, be it the CBC or any other organization, in any program situation, that if, at the end of any season, you have decided, for one reason or another, on the non-renewal of a performer's contract, the notice is given sometimes in mid-season and sometimes closer to the end of the season. This is quite normal. Again, I refer to the fairly recent example of the notice being given to Juliette. This is quite normal. This is the second point I wanted to make. That did not seem to lead, as it did in this case, to the rather massive explosion.

Mr. PRITTIE: But it was against the advice of the general supervisor. He felt that it would upset things.

Mr. WALKER: He felt that it would have been wiser to leave it until closer to the end of the season. This is quite correct.

Mr. PRITTIE: I had already noticed the same point which Mr. Lewis brought out, concerning Mr. Watson's testimony as it appears in the first report of the minutes of the Committee on page 36. In his discussion with you on April 5 he quoted that you had said that he was "anti-president, anti-management, perhaps anti-Corporation . . ." and then it goes on further that "—We believe you to be 'not one of us.'" How did you receive these impressions of Mr. Watson's attitude towards the Corporation? Did these result from private statements related to you? I would like to know how you got this impression of Mr. Watson's attitude towards management.

Mr. WALKER: Well, one would have to go back quite a long time, perhaps even before "Seven Days", when there were rather many occasions when Mr. Watson seemed to be in the process of challenging management, if you will. He also seemed to be inclined to air his distress, if one wants to call it that, rather publicly; so that too often it would seem that the concerns we were having in little bits of challenges internally were appearing in columns in the press. This was discussed many times over the two years.

Mr. PRITTIE: Were these statements that appeared in the press or in the columns all quotations of Mr. Watson, or were they the sort of gossip things that a columnist deals with.

Mr. WALKER: It would not be a gossip thing without having some source of information. Let me say—and I shall continue to say—that it is fairly obvious



that much of the information came either from Mr. Leiterman or from Mr. Watson, or both—and on occasion not denied, by the way.

Mr. PRITTIE: That is a supposition, or an assumption on your part, is it not.

Mr. WALKER: I said: "Not denied on occasions".

Mr. PRITTIE: And, again, you have nothing direct on this.

Mr. WALKER: Of course not.

Mr. PRITTIE: The reason I asked the question is that I made some notes from your opening statement, and you did say something to the effect that you hoped that any problems within the CBC would be discussed internally and not publicly.

Mr. WALKER: I said that over the long history in the development of this Corporation of ours this has been the situation down through the years.

Naturally, sir, in many organizations, certainly in an organization going through its growing pains—this is not now, but I am talking about some years ago—there are many disputes internally in any organization. These, until recent times, seem to have been contained internally, quite properly, and conducted up and down the management lines and usually resolved.

Something has happened with the advent of "Seven Days", as I said yesterday, that seems to suggest to me that they do feel rather free and rather independent of the Corporation itself to air their challenges publicly. They seem to feel—and this is a very disturbing thing in itself—that they can certainly air challenges to the press on occasion and to the public in general on occasion, in various ways.

Mr. PRITTIE: I want to refer to a point which Mr. Sherman brought up yesterday. He suggested that Mr. Faibish, Mr. LaPierre and Mr. Watson—at least these three—had differences—and Mr. Zolf. Mr. Zolf had made comments about the Corporation in relation to the Fowler Committee, and I believe Mr. Faibish worked with the committee; and Mr. LaPierre made statements in Winnipeg, and so on. He asked you if this had any bearing on the decision.

Mr. WALKER: Not at all.

Mr. PRITTIE: You do not see anything wrong, then, with people below the senior management level making submissions or comments upon this type of investigation?

Mr. WALKER: I misunderstood your question. I do see something wrong with this, if you are referring to the submission which was submitted by the producers' association when Mr. Watson was president. I think this is quite wrong. This was the embodiment of what apparently seemed to be a number of grievances that had not been referred up the line to management at all. I think this is quite improper.

Had they been referred, as they properly should have been, to the top level of management we would have dealt with these matters, most assuredly—we would have made an effort to deal with those matters. If they were not satisfied, then I think it would have been quite proper for them, in the situation of an

inquiry into the CBC and broadcasting in general, to submit a list of unresolved grievances. This is quite a proper thing to do. I see nothing wrong with it.

Mr. PRITTIE: I have not read the submission of the producers' association. Was it dealing with specific grievances that were unresolved, or was it dealing with their general ideas on how the Corporation ought to be managed, or how it ought to be run? I am asking here, because I do not know. You mentioned grievances.

Mr. WALKER: I think I would rather not try to be specific because it is so long—in fact, I was never given one of these statements personally; but I did see some of the statements that were in the document which was released to the Fowler Committee.

I think I would be very unfair, probably, to the producers' association, of which at that time Mr. Watson was president, if I tried to recall the specific grievances. I would rather not, if I may.

Mr. PRITTIE: Well, to go back to what you said, that you felt that it would have been all right if they had submitted to the Fowler Committee specific grievances which they had submitted to the management and they were still not satisfied, would you generally agree that employees through an organization of their own would have the right to make a submission to an investigating committee, just the same as the civil service did in the case of the Glassco Commission? In that case you would not expect the director of the civil service commission to come out publicly and make critical comments on the operations of civil servants. But there are civil servants below the top management who maintain their own organization. This would be the same thing in the CBC. You would not object to it?

Mr. WALKER: No. That is my own personal view. The president may have a different view, but I do not think so. But I say that the proper line of reference on a grievance is an internal one, and properly should be dealt with by management at whatever level is necessary. Then if there is no satisfaction, if they have an employees' association, or whatever, I see nothing wrong with them taking whatever grievances are unresolved to a private inquiry.

Mr. PRITTIE: I will not pursue this because there is some question whether this organization of the producers dealt with specific grievances or made general recommendations on how it felt that the Corporation ought to be operated.

I would like to go to a different field. There was some discussion about items on "Seven Days" which you have considered objectionable. I wonder if you could specify some of these? I have seen a number of the programs. I saw the skit on the Pope. I believe there have been items about the Queen. Do you think it is proper or not to have a skit on Royalty, for example?

Mr. WALKER: I think it is improper simply because it does offend a great many people, and I do not think we are in the kind of responsibility in this Corporation of ours to offend a great segment of people who feel strongly and very emotionally about, and very close to, Royalty.

Mr. PRITTIE: Would you feel the same about the Pope?

Mr. WALKER: I feel very strongly about that as well. I think this is highly offensive and improper. I would even use a stronger word and say that I think it is quite stupid to consider doing a satire on a visit of the Pope. It was a visit of extreme importance at that time in the context of world peace. This is quite improper. I think it was quite wrong for them to have even considered doing it at all.

Mr. PRITTIE: Again, I believe—I am not sure—that there have been skits about the President of the United States. I may be wrong, but I think there have been.

Mr. WALKER: Over two years I would find difficulty in recalling all of them. I cannot recall one.

Mr. PRITTIE: I think there have been imitations of the President on television. What I am trying to determine is if this can be criticized. I have talked about Royalty and I have talked about the Pope. I could go on down the line and ask about the Archbishop of Canterbury, or the Moderator of the United Church. Where does one draw a line in these matters?

● (12:25 p.m.)

Mr. FAIRWEATHER: Members of Parliament.

Mr. PRITTIE: Well, I do not think we would have any objection to satires on members of Parliament or the Senate. As you know satire has been used in connection with the Prime Minister and the Leader of the Opposition. But, where does one draw the line? If the Queen and the Pope are ruled out, where do you draw the line? Would you consider a satire on the President of France or the President of the United States to be in order?

Mr. WALKER: Well, to begin with, it is very difficult to legislate. But, I think one should use common sense with regard to satire. Satire is a very clever and brilliant form of humour and it is enjoyed by most people if it is done properly. But, if it is not done properly and is done extremely poorly it should not be allowed. But, as I say, one has to use common sense. Reference was made to a satire on the Pope's visit. Doing a satire on that visit, in my opinion, was quite improper. It is just a matter of the use of common sense. Mr. Chairman, if you like, I can read what we have in a rather general statement on satire. It is not in any way a conclusive answer to your question on the subject matter but it gives you a rough idea of what we feel.

Mr. BRAND: That already has been entered as part of the evidence.

Mr. BASFORD: It is set out in program policy 662, which we have before us.

Mr. PRITTIE: I will look at that myself later. I do not want to take up Mr. Walker's time. I will not delay the Committee too much longer but I have one or two other points to bring up. There has been quite a bit of discussion about the emotions exhibited by Mr. LaPierre on the program and I am wondering about this point. Are you not trying to establish the same criterion for a program like "Seven Days" as you do for news broadcasts? I like the objectivity of the CBC news broadcasts and I would be very upset if Mr. Cameron were to wipe away a tear or showed any emotion during the reading of the news.



But, this is a news program. Do you think you can apply the same standard to a program of the type of "Seven Days" as you do to news broadcasts? Obviously, I suppose you will say yes, but it seems to me that you cannot apply the same standards to a program of that type, which is an interpretative program, as you do to a news broadcast.

Mr. WALKER: Yes, that is correct.

Mr. PRITTIE: I realize my question was pretty confusing.

Mr. WALKER: You cannot apply the same and you do not apply the same.

Mr. PRITTIE: If you do not apply the same standards then I fail to see why management should be worried about Mr. LaPierre's expressions of emotion?

Mr. WALKER: The example you were using of Mr. Cameron refers to factual and hard news and the other, as you have described it, is interpretative reporting, if you will, investigatory reporting, interviews and so on. It is entirely different from the reporting of hard news. "Seven Days" permits the inclusion of personalities. I am not suggesting that Mr. Cameron is not a personality but he is a reader of news.

Mr. PRITTIE: Well then, it is a question of degree and, in your opinion, Mr. LaPierre showed too much emotion?

Mr. WALKER: Yes, you are perfectly right.

Mr. PRITTIE: Let us revert to the content of the program. We have items which can be described as unusual, sometimes sleazy and sometimes sensational perhaps as well as spicy. Mr. Leiterman in his testimony stated, obviously, that "Seven Days" had a much greater audience than a program such as "Close Up". I am suggesting one of the reasons it had such a large audience was that it had precisely these types of items in the programs. It may not be very nice but people like this sort of thing. They showed up on Parliament Hill in far greater numbers when the Munsinger affair was being debated than they did for other mundane matters. Would I be correct in assuming that if these items were taken out of the "Seven Days" program it would become more like "Close Up" used to be and you would not have the audience. Do not the particular items on "Seven Days" account for the larger audience?

Mr. WALKER: Do you mean the sleazy items?

Mr. PRITTIE: Well, let us say the unusual, the spicy and sensational.

Mr. WALKER: Do you mean is this one of the reasons for the larger audiences?

Mr. PRITTIE: Yes.

Mr. WALKER: Yes, I think probably to a considerable extent, but yet I have to say also that this is not necessarily supported by the audience surveys. In fact, there is much evidence to indicate the items that they enjoyed—this information is obtained from professional researchers and it is called Program Appreciation—were items of more substance than the spicier items. This shows up in our audience research reports in a very definite way. But, I would have to agree with you that there is some reason to believe that spiciness has been one



of the reasons for the program attracting quite a large audience. I think there is always the feeling of what are you going to do next week.

Mr. PRITTIE: Why does "Seven Days" have such a much greater audience than "Close Up"—and I mention "Close Up" because it is the first one that comes to my mind? Why has it a larger audience? Why do Canadians in such large numbers send so many thousands of letters and telegrams to the members of Parliament concerning "Seven Days" when, in my opinion, there would not have been this reaction with regard to, say, "Close Up"? Of course, we would have received a certain number of protests if a program such as "Close Up" had been terminated but the numbers would not be nearly as great. What is the reason for the popularity?

Mr. WALKER: Well, there are two reasons. One is that there are larger audiences available now. There are more sets being used now than in the days of "Close Up". There are more people interested in the general service of television now than in the "Close Up" days; and, "Seven Days" is an entirely different kind of program. It is the new form of journalism in television. It is much more exciting than "Close Up", although "Close Up" was a good program.

Mr. MACQUARRIE: Mr. Chairman, since most of my questions have been pre-empted I will be using less time than that allotted. Mr. Walker, you referred to the distressing two years, and I am sure they have been. Has this distress stemmed in large measure from the intra-corporation relations, the chips on the shoulder, the failure to go up or down in the right degree and at the right time in the chain of command, or have they stemmed from what the Corporation might regard as some sort of violation to public ethics, violation of the canons of good taste? What I am looking for is how much of your distress came from your Corporation looking outward to its role to the public and how much from its looking inward to its own internal organization and administration? It seems to me that this morning we have been directing our attention largely to the relation between the various people.

The CHAIRMAN: May I remark that the formulation of this question makes it very difficult to answer. The witness would have to refer to percentages. He might try to do that, but the question is very difficult to answer.

Mr. MACQUARRIE: Well, I think I can muster up sufficient ability to make it a little more precise. Would I be right in saying the greater difficulty stems from distress with the Corporation. You have mentioned a situation that has grown distressing; you have mentioned proper channels were not used and public discussion problems have arisen; you mentioned newspaper columns and so on.

Mr. WALKER: I hope I can give you a rather short answer and I hope it is a proper one to your question. Our first concern, naturally, because that is why we are constituted, is to consider the kind of service we provide to the public and of course then this is related to the canons of good taste, common sense, respect for personal privacy and so on. This is our first concern. Then, we have to look inward to ourselves and find out where we are failing, and that becomes an internal thing. Then, that is related to the stress and strain of two years that we have had in trying to contain things that, in our opinion, should not be

aired. And, when they were aired we had many discussions about why the supervisory people allowed them to be aired; why they were not contained at the time of the idea stage, if you will, at the time of planning. I do not know whether that is the answer you were expecting from your question but our first concern, yes, is for the public; it is our mandate to serve the public properly and not to serve it improperly.

Mr. MACQUARRIE: Did "Seven Days" begin to become a problem child as a result of public protests and pressures on what they were giving the public?

Mr. WALKER: I will have to answer the latter part of your question first. There have been no pressures of any kind. There have been many many protests over a variety of items that we referred to as spicy or sleazy, or whatever you will. If I could refer to the example of the satire on the Pope, that brought a most violent and a most distressing action from something like 20 per cent of what seemed to be the audience of "Seven Days" at that time.

Mr. MACQUARRIE: Was that reaction made known through the medium of the telephone largely?

Mr. WALKER: It is through an audience panel research system we have set up. But, we have an audience research department that combines all the professional research information that is available to us and, I believe, it is as reasonably accurate as one could get in any broadcast organization. It gives a pretty good idea of how many people are looking at our programs. I would not be able to suggest how the professionals approach this in any detail but it is a pretty good indication of the size of the audience. Now, of course, you combine with that, when you put on an item that is offensive, many thousands, very often, of letters and many many more thousands of telephone calls, many of them clogging up switchboards to the point where you cannot register the number of telephone calls. That is the kind of thing that happened in the case of the satire on the Pope. But, there have been quite a few in varying degrees of reaction from the public over the two year period.

Mr. MACQUARRIE: I presume there was none on the night that the Senate was satirized. I was interested in your prediction and your stated confidence that "Seven Days" will be on better than ever—and, I might say that I represent the constituency of Missouri for the time being on that one. How do you, in general terms, expect that the program will be a better program? I assume you will not have a co-host who will weep in public, although some great men have done that in the past; you will not have someone who is intractable in his relations with management. Could you give us some assurance—and this is where we do wish some assurance—how the program will, in fact, be a better program?

Mr. WALKER: A better program?

Mr. MACQUARRIE: Yes, and you can use your own adjectives there, dynamic and so on.

Mr. WALKER: The program can be a better one by the elimination of those items that I have described as being offensive. That is my simple and quick answer.

Mr. MACQUARRIE: You said yesterday that you did not wish management to fire firefighters.

Mr. WALKER: Right.

Mr. MACQUARRIE: Is it likely there is a danger that the spark will be taken out of the program so that there is less danger of conflagration? Are you thinking of more precise and more immediate regulation and control? I noted your reference yesterday and today to the fact that you used to get a list of items. Do you feel you should get one now?

Mr. WALKER: No, I positively do not.

Mr. MACQUARRIE: Would you like to accept an invitation to elaborate on your forecast of the better "Seven Days"?

Mr. WALKER: The better "Seven Days"?

Mr. MACQUARRIE: Yes.

Mr. WALKER: I really cannot do it any better than again referring back, as I did yesterday, to Mr. Haggan's own description of what seemed to be on February 4 the end result of his sharing a concern with all of us on the problems the program had given us and how we could improve it. I would like to read this, if I may, because I think it is the quickest way to answer your question. He says:

It is our hope that "Seven Days" will continue on the network next year as an informative, lively, responsible program of exposition and opinion. We contemplate revision in the following words:

(1) Elimination of all prurient or sleazy items.

(2) The lessening of satire combined with the application of higher standards in this field.

Satire is not eliminated. I continue:

(3) Confining investigative reporting to matters of substance with careful and thorough research and insistence upon accuracy and fairness.

An item of substance would be the one on automobile safety, for example, which was an excellent one. I continue:

(4) Internal reorganization to further improve the substantial items.

Reference is made there to more substantial items that seem to be more attractive and which provoke a great deal of interest on the part of the audience. That is not at all eliminating the humorous bits; the satire and the things that in programming gives pace to a program. Actually, a program of this type has to move quickly but it must have some substance in it, properly researched items of particular interest to the public, an example of which, as I say, is the one on automobile safety.

Mr. MACQUARRIE: Does this involve closer scrutiny and control by a level of your Corporation closer to the top?

Mr. WALKER: No, sir, unless it is necessary. As I say, it is not necessarily so that the people are there to do it and they should do it.



Mr. MACQUARRIE: You do not envisage any difficulty in locating alternative co-hosts?

Mr. WALKER: Yes, I envisage quite a bit of difficulty.

Mr. MACQUARRIE: But you do not have anyone in mind?

Mr. WALKER: No. I said yesterday that I think there will be quite a bit of difficulty but I would not admit for one moment that there is not another possibility to replace, for example, Mr. LaPierre—and, I said, “for example”.

Mr. MACQUARRIE: Mr. Chairman those are all the questions I have for the time being.

Mr. MACKASEY: Mr. Walker, through the Chairman, I might apologize if my questions at times seem unrelated but we are working under a handicap of not having transcripts available because of so many meetings. There are three points on which I would like a little more detail. You made a statement yesterday which intrigued me somewhat. I have your words here. I say this as an English speaking Quebecer living in the province of Quebec and, therefore very close to the French side. In discussing the possibility of moving the core of the Corporation from Ottawa to Montreal or Toronto you said, in your opinion this would lead to some kind of a disaster and that this would be a giant step backward, if you will, in the problem of biculturalism. Because I am an English speaking Quebecer and, therefore, close to both cultures, I think that I am more fortunate than any other Canadian who has not had that happy experience. Why would the transfer of the head office to Montreal be a step backwards in the question of biculturalism?

● (12:45 p.m.)

Mr. WALKER: There is a subtlety involved here, I must admit, in relation to those comments of yesterday, but I think probably you can understand the subtlety, if it is a subtlety, that if the core, or the headquarters if you will, were to be moved to Montreal or, as I said yesterday, to Toronto—one or the other of those centres—the centre of the English network division in Toronto would begin, I think, to feel that something has changed in their relationship to headquarters, the headquarters being now established in Montreal and the to management people being in closer association with the production of program on the French network. The immediate association would possibly suggest, I think, something that would not be in the best interests of the Corporation.

Mr. MACKASEY: Are you suggesting that the English speaking Canadian now associated with the head office would not work side by side with the French speaking Canadians in Montreal?

Mr. WALKER: Not a bit.

Mr. MACKASEY: What are you suggesting?

Mr. WALKER: I am saying that the organization in Toronto might be somewhat concerned about their headquarters being located in the headquarters of the French network division as opposed to Toronto.



Mr. MACKASEY: Why should they be concerned? Is this not one country? Why would they be concerned in having the headquarters transferred to another section of Canada for the sake of efficiency only?

Mr. WALKER: I cannot tell you precisely why they would be concerned. I am simply expressing a personal view that there would be some concern. It might create a greater difficulty for the Corporation.

Mr. MACKASEY: Would you not say the experience of the National Film Board has been a happy one?

Mr. WALKER: I have no idea.

Mr. MACKASEY: When you make such a statement you must have a basic reason for it.

Mr. WALKER: No.

Mr. MACKASEY: Have you ever discussed this aspect of it with the possibility of the headquarters being transferred to Montreal to improve communications, which seems to be one of the problems here?

Mr. WALKER: I cannot see how it would improve communications with Toronto if the headquarters were to be in Montreal as opposed to where they are now. This would not improve it.

Mr. MACKASEY: Do you not visualize the CBC as one of the greatest weapons at our disposal to draw us all closer together?

Mr. WALKER: I agree, but not as a weapon; the greatest instrument.

Let me put it in a different way, if I may, sir. The problem would be no problem whatsoever if this were a one-language country. We would then have the headquarters at the central core of production, but there is the problem of two languages.

Mr. GRÉGOIRE: What would happen if the main office were moved to Toronto?

Mr. WALKER: I would make the same observation.

Mr. MACKASEY: Mr. Walker, your own personal contact with Canadians—and this is not a loaded question—

The CHAIRMAN: Order, please.

Mr. GRÉGOIRE: Take the other angle of the question, what if it were moved to Toronto?

Mr. MACKASEY: Mr. Grégoire, knowing you as one who is rarely bashful, I would imagine you are quite capable of asking your own questions. I have asked these questions on many occasions in the House. I do not approve of separatism in either direction and I take an equally dim view of French-Canadians who would object to moving the headquarters to Toronto.

The CHAIRMAN: I do not think we should be going into such a discussion.

Mr. GRÉGOIRE: As I was involved in this discussion by Mr. Mackasey I would like to say that the reaction in Toronto might be the same as in Montreal.

The CHAIRMAN: Order, gentlemen.

Mr. BASFORD: We should move it to Vancouver and solve all the problems.

The CHAIRMAN: Order.

Mr. MACKASEY: Maybe I should be on your program, Mr. Walker. I seem to stir up controversy on all occasions.

Mr. WALKER: We will issue an invitation.

Mr. MACKASEY: I assure you I will only go on the program if it is live because I do not like the process of taking six minutes off.

However, coming back to Mr. LaPierre, I will ask you a blunt question. You mentioned on six occasions in your testimony that he is a charming person, so much so that I thought that perhaps there was a trace of cynicism in your tone. You do state you met the man only once. On what do you base your opinion of Mr. LaPierre as a charming person?

Mr. WALKER: On his appearance on television and after having met him in person over part of a luncheon about a year ago.

Mr. MACKASEY: I am glad you have answered that because I think millions of Canadians feel the same way about Mr. LaPierre. They feel that he is charming. The reason why I am a great advocate of Mr. LaPierre is that to me he represents the type of French speaking Canadian who I know exists in Canada. In other words, he is the answer to a lot of bigots who try to portray French-Canadians in an entirely different light. This is why I think Mr. LaPierre is most exciting on your program. If you eliminate Mr. LaPierre do you intend to replace him by another French speaking Canadian?

Mr. WALKER: I could not answer this; this is a program decision.

Mr. PETERS: It was not a program decision to fire him.

Mr. MACKASEY: If it were a program decision, he would still be there. You cannot have it both ways.

Mr. SHERMAN: You are the program man.

Mr. WALKER: The replacement of Mr. LaPierre will be a program decision.

Mr. MACKASEY: Why is the decision to remove him not a program decision?

Mr. WALKER: For the reasons I expressed.

Mr. BRAND: This is nonsense.

Mr. MACKASEY: But the reason you expressed was that the man cried at most inopportune times. Would you tell me whether you think these tears were artificial, staged or just an emotional gesture?

Mr. WALKER: I did not see the program, as you have heard me say yesterday.

Mr. MACKASEY: You expressed an opinion on it.

Mr. WALKER: Because it was discussed many times. Your question was whether it was artificial.

Mr. MACKASEY: Staged, in other words.

Mr. WALKER: I cannot answer that, really.

Mr. MACKASEY: How can you honestly expect to dismiss a man, one of the main reasons for which was that he cried on a program or showed emotion on a program, and you do not know whether it was staged or sincere? You now tell us you cannot even express an opinion on it.

Mr. WALKER: As I did not see this particular item, it is difficult for me to do so. It is not a dismissal; his contract is not being renewed next year.

Mr. MACKASEY: In other words, he is not going to be re-hired?

Mr. WALKER: I would just like to be clear, he is not being dismissed and this is not in relation to his wiping a tear away. I refer to an overall opinion we have of his emotional involvement in interviews going back even before the "Seven Days" program. I am speaking of a program called Inquiry. For a period of two years we have had the feeling he does become emotionally involved.

Mr. MACKASEY: Are you familiar with a directive called program policy No. 55-6, Programming: Policy and Procedures, which evolves the classic type of host. I recall the fighting words of Nathan Cohen—perhaps he would fit into it. He pays tribute to Tommy Tweed, another controversial figure. He goes on to the different types of hosts, and I have tried to be objective in finding in which category Mr. LaPierre fits. I would like to read the following paragraph on page 3 of this four-page brief. Mr. Walker can disagree with me but I think it applies closely, in all the different categories, to Mr. LaPierre. It is said:

The permanent program personality—this is usually a person of some standing or reputation in his own right, established in such professions as journalism, academic life or politics—

Would you agree that up to there LaPierre fits into that category in view of the fact he is a professor of history?

Mr. WALKER: Yes.

Mr. MACKASEY: It goes on:

—who handles the presentation of a particular item or several items in a number of different contexts. Such a permanent program personality may conduct interviews or express views current in the public mind, some of which may be provocative. The success of such program personalities will depend on their ability to stimulate audience interest in the subjects at hand and their capacity to demonstrate the importance, urgency or high interest of a particular subject or situation.

and this is the part that intrigues me:

A permanent program personality will, therefore, project a considerable degree of individuality.

It would seem to me that if Mr. LaPierre did not express emotion, did not express some bias—which I have tried to bring out in my questioning—he would not be fulfilling the very criteria which you people have laid down. Would you care to comment on that, or am I quoting from the wrong section of the act?



Mr. WALKER: You are quoting from the right section of the Policy. It is such that it allows freedom of interpretation. I think it is a matter of degree. I have said this two or three times. We feel that he has gone beyond the intent of this page 3 to which you are referring.

Mr. MACKASEY: Would you be specific on how he goes beyond it? I have an open mind on the whole dispute. Personally I think the wrong people are being punished, and perhaps the middle management should be fired in its entirety, but this is only a personal opinion. How has Mr. LaPierre gone beyond this policy? Has he done it by waving his arms, in conjunction with Mr. Caouette?

Mr. WALKER: I am not concerned with any particular physical action such as wiping his tear or waving his arms. This is a general impression of an expression of personal views, personal involvement, emotional involvement.

Mr. MACKASEY: Would you explain the phrase "personal involvement"?

Mr. WALKER: I was just about to explain it. Personal involvement by the domination of the interview. He takes over, altogether too frequently, from the interviewee. This is domination, and this is the personal and emotional involvement.

Mr. MACKASEY: Are there any interviewees that go on that particular program who do not realize that this is one of the calculated risks involved when they go on that program?

Mr. WALKER: I would think there have been quite a number of people who have been on the program and who had no idea that the kind of interview that took place could have been expected. I think there would have been quite a number. They have simply agreed to go on as it is a very important program in Canada; but I do not know that they would necessarily realize that the kind of questioning and the way it was conducted would be applied to them. Probably in some cases, they did not even know the program.

Mr. MACKASEY: The point I am trying to get at, Mr. Walker—unfortunately rarely do a good job of what I set out to do—is that I cannot tie in that bias to Mr. LaPierre. I do object to bias shown on the program in many ways, and have mentioned abolition, Viet Nam, et cetera, but, in my mind, this does not apply to LaPierre. As Mr. Basford mentioned, LaPierre as a host, is the lowest man on the totem pole, and 99 per cent of the time he is reading the script and has rehearsed the program.

Mr. WALKER: As a host, not in interviews.

Mr. MACKASEY: But you people have specifically stated in this memorandum that you expect the very qualities which Mr. LaPierre has shown in the program, and then you are objecting to them.

Mr. WALKER: I have to say again, sir, that it is a matter of degree.

Mr. MACKASEY: You state here "a considerable degree." You say "permanent program personality will, therefore, project a considerable degree of individuality". Would you say he has gone beyond "a considerable degree"?

Mr. WALKER: Yes.



Mr. MACKASEY: What type of test will you give the host to make sure that he will not perhaps cry from hay fever next winter?

Mr. STAFFORD: That is a new test!

Mr. MACKASEY: What is the basis of the examination to replace Mr. LaPierre?

Mr. WALKER: This is a difficult question for me to answer. We feel that there are people, and there have been people, in our long history of having people conduct interviews for us, who do not become emotionally involved whereby they would imply or suggest a bias. To this extent we have some reason to believe that there is hope of getting someone with the charm and personality of Mr. LaPierre who will not allow, as has been said, his opinions to show or his heart to be worn on his sleeve. I think it is not unreasonable to expect that the program people will be able to find someone like this.

Mr. MACKASEY: I have just two more questions, Mr. Chairman. I realize it is already one o'clock but I wish to ask these two questions, and then I can continue with the rest of my questioning this afternoon.

Mr. Walker, I would like to get back to your statement that LaPierre's replacement will be a matter of program policy. In other words, whether or not Laurier LaPierre is replaced by a Canadian whose mother tongue is French will be a matter of program policy. Am I right in saying that?

Mr. WALKER: Not quite. I think it would be a program decision, as I said.

Mr. MACKASEY: But his dismissal was not a program decision? In other words, it became a matter of the evaluation of his personality.

Mr. WALKER: The evaluation of his role as co-host and his role in conducting interviews.

Mr. MACKASEY: In other words, you are telling me he went well beyond what is considered a considerable degree of individuality in fulfilling his role of host.

Mr. WALKER: That is my firm conviction.

Mr. GRÉGOIRE: Mr. Chairman, may I now put my motion? It was agreed I would put it at one o'clock.

The CHAIRMAN: We said you could put it at the end of this meeting or the beginning of the next. If you prefer to put it right now, please do so.

*Translation)*

Mr. GRÉGOIRE: I move seconded, by Mr. Asselin, that such programs or parts of the programs to which the most violent objection has been taken be shown to the members of the Committee, at the time and place decided by the steering Committee after consultation.

*English)*

Mr. FAIRWEATHER: It seems to me this is the wrong time to do this because, in my judgment, for what my judgment is worth, the programs are a total experience. Either we go through the whole thing or not at all. Who is to say what is objectionable about a controversy? Either we have it all or nothing.

The CHAIRMAN: I hear that some remarks are to be made on your motion, Mr. Grégoire, so would you agree that we take this up at the beginning of the afternoon sitting?

Mr. FAIRWEATHER: I do not mind seeing the programs but I want to see the whole thing.

The CHAIRMAN: On account of what happened yesterday I should make it clear that we cannot start the meeting before the end of the question period in the House, no matter what time this takes place. I am saying this so that people who have come here to listen to the meeting will realize that we cannot set a definite time for the beginning of the meeting.

The meeting is adjourned.

### AFTERNOON SITTING

THURSDAY, May 5, 1966.

● (3:45 p.m.)

The CHAIRMAN: Order, please. In resuming the sitting, as agreed, I should inform the Committee of the motion put by Mr. Grégoire. It was moved by Mr. Grégoire, seconded by Mr. Asselin, (Charlevoix) that programmes or parts of programmes to which management objected the most strongly be shown to members at a time and place which the Steering Committee would decide after consultation. Are there any observations?

(Translation)

Mr. Ouimet, would you like to say something on that?

Mr. ALPHONSE OUMET: We have a problem in this respect. This is also a matter of editing, of putting all these bits and pieces together. There were forty-nine programmes. If you said this was going on tonight, it would be impossible. It would require some time to do all this.

The CHAIRMAN: You will note "At the time and place the Steering Committee will decide after consultation".

(English)

We have already started consultation.

(Translation)

It seems that it could not be done immediately.

Mr. GRÉGOIRE: I am not asking that it be done immediately. It could wait until next week or any time.

(English)

Mr. LEWIS: Would you mind reading the motion again?

(Translation)

The CHAIRMAN: Moved by Mr. Grégoire, seconded by Mr. Asselin, that programs or parts of programs to which management objected the mo

strongly be shown to members at a time and place where the steering Committee will decide after consultation.

Members of the Committee, correction by Mr. Grégoire.

(English)

Mr. LEWIS: I want to support the objection raised by Mr. Fairweather this morning.

If members of this Committee, who have not seen the program, are to see any of it they ought to see all of it and not merely the parts chosen by management as the parts they objected to most seriously.

My reason for raising this is the rather obvious one—and I apologize for presenting it, but I wish to underline it—that in a program which goes on week after week and which has a large number of segments in each program there are bound to be some that are less good than others and some also which might be no good at all. To select only those segments which management thinks are not good, or are prurient, or objectionable, for some reason or other, is, I think, to distort completely the series itself, and it seems to me that there is something wrong in doing it in that way.

Mr. TRUDEAU: We are not judging the series itself. Management says it likes the program, but that it objects to certain areas that were done. These are the things we should look at.

When you have a man before a court you cannot judge his whole life. You are judging that in this case he did not do the right thing.

Mr. MACDONALD (*Prince*): I think we all have enough conception of the program generally to know that these are isolated bits, and that they may, on occasion, in some degree have been offensive; and we will have to allow for that.

(Translation)

Mr. GRÉGOIRE: Mr. Chairman, if you will allow me. If my good friend Mr. Lewis wants to move an amendment to ask for the production of all films, I have no objection. However, this is my point. I would point out to my friend Lewis, who has always been co-operative and will understand, surely that in the province of Quebec we do not have the opportunity of listening to this program because it is not heard everywhere in that province. Some points were raised at the outset by Messrs. Watson, LaPierre and Leiterman on certain occasions. Apparently certain items in the programs were a subject for controversy with the management of CBC and the production unit involved. We will have had the two versions, but we will be unable to judge only on the points made by the two parties involved. We are not here to judge the technical value of the program. We are not here to judge the actual quality of the program, but we want to be able to pass judgment on the statements made in their evidence by both parties to the dispute. I believe that my friend David Lewis has always been broad-minded, and he will certainly not attempt to restrict the work of the Committee in this respect. He will allow us to have as much information on this point as possible. He is always broadminded, he will certainly not try to restrict this committee's activities. He will allow us to have



as much enlightenment as possible. I do not think he will object. I believe what I am saying, really, I really do believe what I am saying, Mr. Chairman—

(English)

Mr. LEWIS: No, no.

(Translation)

Mr. GRÉGOIRE: I want to see the tears.

(English)

Mr. LEWIS: I wish I could disagree with him. I am not saying this because of his flattery, but in view of the explanation I withdraw my objection. I repeat, it is not because of his flattery.

(Translation)

Mr. ASSELIN: On the same point, Mr. Chairman, I believe that this would do justice to both parties involved, as Mr. Grégoire said. Yesterday, Mr. Walker stated that Mr. LaPierre's dismissal was due to the fact that he appeared in this series as too emotionally involved. Now, who can judge that statement of Mr. Walker's, if the members of the Committee do not have the evidence before them, if it is not demonstrated that the statements of Mr. Walker are based on fact? How will we be able to judge if Mr. Walker was right if we do not have evidence before us and if we cannot draw certain conclusions from this? I think that for all these reasons—

(English)

The CHAIRMAN: Any remarks?

Some hon. MEMBERS: Agreed.

Motion agreed to.

Mr. MACKASEY: I believe at one o'clock I was in a discussion with Mr. Walker—

The CHAIRMAN: You have 10 minutes left.

Mr. MACKASEY: Thank you. Mr. Walker, to be fair to both of us I think we might take a minute to review what I was saying, because it is not fresh in my mind. I think I was discussing two points. The first was Mr. LaPierre and the second one I had finished with and this was your personal opinion on the detrimental effects on bilingualism of shifting the head office to Montreal or Toronto. This, I think, was your personal opinion.

Getting back to Mr. LaPierre,—and, Mr. Chairman, I am not trying to badger the witness for whom I have the highest respect—in listening to the testimony since the beginning of these hearings, Mr. Walker, I have come to the conclusion that if I were part of management I would be concerned about the bias shown on this particular program. That would be, to me, a source of concern, in case it should get out of control on this powerful, emotional and popular program.

My difficulty is this, that it seems to me that you—not you as a person, but as management—in picking on Laurier LaPierre, to indicate your disapproval of



your feeling of concern about this program in general, are picking on the wrong person.

I have been reviewing this morning some of the directives, and I suggest that Mr. LaPierre falls under the category known as the permanent program personality. In those directives you say that one of the characteristics of a person falling into this category is that he be a man of some standing because of his academic background and intelligence and so on. Obviously I think we would all agree that Mr. LaPierre fits into this category very nicely.

Then the directive goes on to say:

A permanent program personality will, therefore, project a considerable degree of individuality.

One of the complaints which management has expressed about Mr. LaPierre is that he is emotional, and so on. In the last year of the program—and I am not talking about the formative months when the program was being developed—were the words used, in general, by LaPierre on that program the result of a directive given to him by someone up the ladder, from a prepared script which had already been rehearsed.

Mr. WALKER: I have not been speaking of Mr. LaPierre in the role of co-host which sometimes, and under his contract, is identified as a program personality, but in his role as an interviewer when, to my certain knowledge, he does not speak from a prepared script. It is on those occasions when I do feel that his own personal, emotional involvement comes to the fore. This goes back over a period of two years plus—because it happened before the advent of "Seven Days"—and we have discussed this down through the line for two years.

Mr. MACKASEY: If I may interrupt for a moment, in the same directive of the Corporation it says:

There is no doubt, however, that the audience—

And I make no apologies for pointing out the audience is the Canadian taxpayer—

—that the audience for such programs, where they have been presented, enjoy a sense of direction and dramatic personal involvement in such broadcasts.

It seems to me by your description that Mr. LaPierre's conduct is fulfilling precisely what your directive sets out and asks the ideal producer to accomplish.

Mr. WALKER: Well, that is where there is a difference of opinion. It is our opinion that he does not fulfil it exactly; and, without going over the same ground again, I think probably in the same policy statement one should look at paragraph 3 of "C", the underlined section:

While they may be encouraged, for the purpose of stimulating and engaging the audience and of giving point to the issues presented, to comment within reason and context, they should refrain from expressing overt or implied judgments or conclusions on controversial matters.

This, in my view, interprets the concern that I have expressed about LaPierre.

Mr. MACKASEY: I am not a lawyer. I say this quite often in debates. In other words, we have here a form of contract which gives management, in effect, the "out" with one clause contradicting another; but would you say that the policies that Mr. LaPierre is supposed to represent are clear and concise and that there should not be any reason why he should misunderstand them.

Mr. WALKER: I would not think that the policies are ever clear and precise. In matters such as this they cannot be. They must allow for a matter of degree in judgment, and it is management's judgment that applies. Therefore, you must work on this as the basis for consideration. Certainly, when it comes to a matter of opinion—

Mr. MACKASEY: If these things are not precise how would Mr. LaPierre be expected to stop at the very precise moment that management seems to think he must stop in his interviewing or in his questions? What is to guide him?

Mr. WALKER: His own personal judgment. This I would expect of any interviewer—that his own personal judgment would guide him.

Mr. MACKASEY: Basically I am beginning to realize that it is his role as an interviewer to which you object.

Mr. WALKER: That is my main objection.

Mr. MACKASEY: Is it because in the role of an interviewer he has some latitude, as against a prepared script?

Mr. WALKER: Yes, that is my view.

Mr. MACKASEY: Are these interviews always live, to your knowledge?

Mr. WALKER: I think, in the main, they are taped.

Mr. MACKASEY: They are taped?

Mr. WALKER: Yes.

Mr. MACKASEY: Therefore, you, or management, do have an opportunity to view these before they get on the air.

Mr. WALKER: I do not.

Mr. MACKASEY: But the management.

Mr. WALKER: Any of the line men?

Mr. MACKASEY: Yes. When I say "you" I should say, in all fairness, that I mean no reflection on you, Mr. Walker; I am talking of management.

Did you ever have any discussion on the problem with Mr. Leiterman so that management would have the opportunity of having the final voice before the Canadian people see the program on Sunday night?

Mr. WALKER: It does appear as though the judgment at that level of management which you probably have in mind has not been applied.

Mr. MACKASEY: Is it Mr. LaPierre's fault that it has not been applied?

Mr. WALKER: I suppose it must be Mr. LaPierre—

Mr. MACKASEY: You cannot have it both ways, Mr. Walker. Either management has allowed Mr. LaPierre to violate its instructions, or it has not. If he has not, then is it not the case that you should fire management?

Mr. WALKER: That is possible.

Mr. MACKASEY: You said yesterday that Mr. LaPierre is a fine personality and a person of great charm.

Mr. WALKER: Yes.

Mr. MACKASEY: You have one advantage over me because you go on to say that this appraisal of Mr. LaPierre comes as a result of—well, you say: "I had the pleasure of meeting him only once," which is once more than I have; but I would say, as an English-speaking Quebecer, that he personifies to me the hundred of thousands of French Canadians that I know, and because of this I have a bias towards Mr. LaPierre.

Mr. WALKER: Yes.

Mr. MACKASEY: Because I feel that having him on the program dissolves his concept of the French Canadian as someone who bakes bread in the backyard. This is why I brought up this question of replacing him with another French Canadian. I would like to know the reason why.

I would like to get around to Ross McLean. I see a great similarity here. Despite the fact that the CBC is—

Mr. GRÉGOIRE: Mr. Chairman, on a point of order—

Mr. MACKASEY: I hope that this time is noted so far as my 20 minutes are concerned.

Mr. GRÉGOIRE: Yes.

The CHAIRMAN: Yes.

*Translation)*

Mr. GRÉGOIRE: On a point of order, Mr. Chairman, I note that Mr. Mackasey is making comments rather than putting questions. I wonder if we have got to the stage where we should offer these comments. He has been making comments for three or four minutes on the fact that Mr. LaPierre is a distinctive French Canadian. I have nothing to say about that at this stage, but I wonder if the time has really come to make such comments. I wonder, then if—

*English)*

Mr. MACKASEY: On a point of privilege, Mr. Chairman, I would assure Mr. Grégoire that he also represents a certain element of French Canada.

Mr. LaPierre does not represent all French Canadians. Mr. Grégoire represents others.

The CHAIRMAN: I do not see that this is on the point of order and I think we should put an end to it.



I think the remark is in order that members should, as much as possible, keep to questions.

Mr. MACKASEY: Well, now, Mr. Walker, I was talking about Ross McLean and I wish to make a statement so that you will understand my question. I am glad I have one Chairman and not two—I can see the problem you have in "Seven Days" with two co-hosts! Despite the size of the CBC and the fact that there are different personalities and conflicts between personalities, I would like to hear from you why Ross McLean has been, in the opinion of some of the Witnesses, blackballed or refused re-admittance to the CBC despite his admitted talent. What is the prejudice to Ross McLean in the public affairs department of the Canadian Broadcasting Corporation?

● (4:05 p.m.)

Mr. WALKER: Let me state most emphatically for the record that there is no blacklist whatsoever in the Corporation. Now, there was an early history of difficulties with regard to program integrity involving Mr. Ross McLean that goes back a few years because, as you probably know, he has had various associations with us. You probably recall the famous Shady Lady program, when there were some difficulties surrounding the presentation of that program on the air. There have been four or five. You perhaps recall Dr. Robinson. There was a practice at one time in Mr. McLean's program *Tabloid* of reading the mail on the air and if it was mail we did not agree with he invited the audience to take some action. As I say, these things that I refer to involve a gentleman by the name of Dr. Robinson. This led to a legal action and we settled out of court.

There were a number of these instances. I must say that that is a background of what was involved. Of course, he has been with us in various capacities. He then left us and went to CTV. It is true that the vice president of this organization—and I am saying this as a matter of record so that he will know what I am saying in particular—has felt very strongly and, I think, historically, with good reason about the re-engagement of a man who has been involved in programs with something less than the basic integrities we expect. It is a fact that probably in February last year, 1965, the vice president in my absence—I had been away on holidays—spoke with my assistant general manager and said he would not want the assistant general manager acting for me to authorize further employment of Mr. McLean. Now, then, I think it was July—I could have been June—of last summer, Mr. Haggan came directly to me—Mr. Hogg may have been away at the time; I have forgotten now—and made to me the most interesting proposal for Ross McLean. Much thinking and some earlier preparation had been done on this, I gather, by Mr. McLean himself, in specifically presenting this proposal to Mr. Haggan to do a documentary on Kingston Penitentiary. After consideration of this and discussing it with Mr. Haggan I was impressed, and I discussed it with Mr. Hogg, properly so, and authorized the engagement of Mr. McLean to do this program. You may have seen it. It was on the air, I think, in January of this year. It was a very fine document, one of our better ones in recent times. In authorizing the engagement of Mr. McLean at that time which, as I say, would have been back in July, and having the concurrence of Mr. Hogg, I reported this to the vice president



Captain Briggs, who still was reluctant to concur in regular employment. I had emphasized regular employment for this man. In fact, I think he was probably a little stronger than that in the light of past history.

Mr. MACKASEY: If I may interrupt you there, I appreciate you went to Captain Briggs and intervened to get this very fine document which Mr. McLean produced on the air.

Mr. WALKER: Not quite so much, sir, as intervened on behalf of. I reported to Captain Briggs that I had approved one—

Mr. MACKASEY: I am talking about the Kingston Penitentiary documentary.

Mr. WALKER: Yes.

Mr. MACKASEY: You did approve of that?

Mr. WALKER: Yes, and I reported it to Captain Briggs because he had felt that with the past history we perhaps should be very cautious about it.

Mr. MACKASEY: You are thinking of the past history with respect to Tabloid and the legal action some few years ago?

Mr. WALKER: Yes.

Mr. MACKASEY: How long is the period of purgatory in the CBC?

Mr. WALKER: Not very long; it depends on the sin committed.

Mr. MACKASEY: In Mr. McLean's case, do you not think he has served his time in purgatory and that in view of his excellent program on the Kingston Penitentiary—and I am summarizing—in view of your own statement that good producers are hard to find, that it is time that Captain Briggs realized Mr. McLean should be given another opportunity as a regular producer?

Mr. WALKER: If I might continue I will answer your questions in a few words. After the Kingston Penitentiary program, which had been so successful, it was suggested that I should talk privately with Mr. McLean in terms of possible further employment. I had a very useful talk with him and we did speak about other possible documentaries. I said perhaps one or two a year could be set up but this would not necessarily have the concurrence of the vice president to whom I report in operations or, indeed, the president. However, that was the discussion at that time. Now, one thing that Mr. Haggan in his evidence forgot to mention was that on April 18, I believe it was, when he and his senior officers came to Ottawa to discuss some of the problems in public affairs, as he said, Mr. Haggan forgot to report that we agreed to review the case of Mr. McLean most thoroughly and we were prepared to consider any specific proposal for a continuing series, depending on the proposal when it comes forward. This was done as of April 18. May I finish?

Mr. MACKASEY: Surely.

Mr. WALKER: This rather happens simply to confirm that there is no blacklisting; within a period of less than eight months Mr. McLean had earned from the Corporation \$11,213. Now, this to me is a rather affluent blacklisting, if he identifies it as such.

Mr. MACKASEY: If I understand what you are saying, in special circumstances you would accept him but as a long term or regular employee he is not considered as such.

Mr. WALKER: Subject to the submission, as we said, to Mr. Haggan on April 18, of a specific proposal or proposals for a continuing series.

Mr. MACKASEY: In other words, you will not accept him on a regular basis but only subject to the submission of proposals?

Mr. WALKER: Yes, subject to the submission of proposals, and we have not seen any.

Mr. LEWIS: Mr. Chairman, on a point of order and before Mr. MacDonald proceeds, do I understand from the information which the vice president and general manager of the English network gave us with regard to the earnings of one person working for the CBC that the Corporation now is prepared to give this Committee and, therefore, Parliament the details of the earnings of all the people it engages?

Mr. WALKER: I cannot say that, sir, no.

Mr. FAIRWEATHER: Then, how can we relate this figure of \$11,000 to anything if we do not know what other people earn?

Mr. MACDONALD (*Prince*): On what basis do you reveal the salary of one person and not the others?

Mr. WALKER: I was referring to the fees collected by the man to bring out the point that there has been no blacklist. These are fees earned in the preparation of incidental material for programs.

Mr. LEWIS: Mr. Chairman, my point of order is that I have always understood in the years I lived in Ottawa, when I was not a member and since that the Corporation refuses to give this kind of information to a Parliamentary Committee and to Parliament because this information is internal to the Corporation. Now, either Mr. Walker is violating Corporation policy, in which case he ought to be seriously censured by the president and this Committee or he is carrying out Corporation policy, in which case I would like to know from him, and in accordance with Corporation policy, the fees and earnings of all the people the CBC engages, and I want this placed on the table before this Committee or before Parliament. And, if Mr. Walker is in the habit of acting irresponsibly I would like to know that, too.

Mr. STAFFORD: Mr. Chairman, we are supposed to be asking questions, not making speeches.

Mr. LEWIS: I was not making a speech; I was raising a point of order. I want an explanation for this irresponsibility by the vice president in giving the earnings of one employee.

Mr. MACKASEY: Well, Mr. Chairman, in all fairness to Mr. Walker, I was the one who prompted the information. I do not think that Mr. Walker was aware of the fact that earlier in the hearings we had been refused this type of information and, as I say, in all fairness to him, I think he gave the information to confirm the point that Mr. McLean was not blackballed.

Mr. WALKER: That is correct.

Mr. MACKASEY: I think we have to be fair to the witness. If he made a mistake he is unimpeachable.

The CHAIRMAN: I am given to understand on this point that it is the right of the Committee to demand that such figures be presented, but the Committee this year and all committees in previous years always have been advised that it would be wiser not to, for reasons quite obvious. You have been all witness to our Committee sittings from the very beginning and you have noted that this Committee has avoided demanding that such figures be produced. Now what the point of order leads to though, I am rather embarrassed to say.

Mr. LEWIS: Mr. Walker was not asked for the information. I am asking whether the information which he gave represents a change of policy by the CBC so that it is no longer unwise for this Committee to ask for such information. I am putting that in the wording you used.

The CHAIRMAN: Perhaps in view of this fact the question whether or not there has been any change in policy might be put to the president of the CBC when he appears before us.

Would you proceed now, Mr. MacDonald.

Mr. MACDONALD (*Prince*): Mr. Walker, I missed part of the earlier testimony but I am wondering if you notified the Committee as to the nature of this program council that we heard about earlier in previous testimony. Have you been asked that question or did you give any information on that?

Mr. WALKER: Do you mean the make-up of the program council?

Mr. MACDONALD (*Prince*): Right.

Mr. WALKER: No, I did not give any information.

Mr. MACDONALD (*Prince*): Would you tell us something about the program council now.

Mr. WALKER: Yes. The program council is made up of the three vice president general managers.

Mr. MACDONALD (*Prince*): Would you name these people.

Mr. WALKER: Mr. Jennings, vice president and general manager for regional broadcasting; Mr. Marcel Ouimet, vice chairman and general manager of French network, and myself. The chairman of the program council is Eugene Hallman, vice president of programming.

Mr. MACDONALD (*Prince*): Is this the council that produced the various policy statements we talked about here and possibly others by Mr. Leiterman during his appearance before the Committee?

Mr. WALKER: As a general rule, the policies come up the line. They are developed in the beginning from the program departments concerned; they are reviewed with the program departments in the program council and then finally they become established, and then become part of our program policy.

Mr. MACDONALD (*Prince*): But the responsibility for establishing these policies rests with the program council?



Mr. WALKER: No, the final responsibility, of course, rests with the president.

Mr. MACDONALD (*Prince*): In the matter of the program "Seven Days" itself did Mr. Briggs ever express to you any criticism?

Mr. WALKER: On "Seven Days"?

Mr. MACDONALD (*Prince*): Yes.

Mr. WALKER: Oh, indeed so.

Mr. MACDONALD (*Prince*): On a regular basis or every week or so?

Mr. WALKER: No, of course not.

Mr. MACDONALD (*Prince*): Was it every second week or how often then?

Mr. WALKER: I could not tell you. Frequently, let us say, over two years.

Mr. MACDONALD (*Prince*): Of all the people who expressed to you criticism of "Seven Days"—and I am speaking of people internally involved in the CBC management people—would you say that Captain Briggs had been the most frequent critic of "Seven Days"?

Mr. WALKER: I would think yes, and I do not say this critically. I think Captain Briggs has felt most strongly about the errors in judgment and, indeed has been critical of me for allowing them or not seeing that they are contained as much as we have attempted to contain them. Yes, I would say, in answering that perhaps Captain Briggs has—and, that is his prerogative as vice president being responsible for general operations.

Mr. MACDONALD (*Prince*): On what basis would he make these criticisms to you?

Mr. WALKER: On the basis that I have described, too many items being produced irresponsibly, being sleazy—a word that has been used here, spicy and so on.

Mr. MACDONALD (*Prince*): Was the criticism indicated to you in a formal manner by letter; did he call you into his office or what happened. In what way did he talk to you?

Mr. WALKER: No. We did not contact each other by letter. His office is next door to mine. There were discussions in his office from time to time. He joins the program council, as occasionally does the president and we review programs as opposed to policy on occasion. Frequently we look at "Seven Days" and some of its problems.

Mr. MACDONALD (*Prince*): Did the initial criticism about Mr. LaPierre's television techniques emanate from Captain Briggs?

Mr. WALKER: I would say that probably Captain Briggs felt more strongly about Mr. LaPierre than any of us did, but latterly it was a collective view. But in the initial stages, I would say yes.

Mr. MACDONALD (*Prince*): For what reason do you think Captain Briggs had these sentiments or opinions about Mr. LaPierre's television technique?

Mr. WALKER: Now, for some reason I seem to find great difficulty in expressing these and I apologize for that but, to put it simply, he wears his



opinions or his heart on his sleeve and becomes too emotionally involved in interviewing; he dominates the interviewee and so on.

Mr. MACDONALD (*Prince*): The strange thing I find hard to understand in your testimony is this. You expressed dissatisfaction with Mr. LaPierre in his interviewing techniques and yet we have received here an account of the number of times in which there was direct top management intervention, and I believe in only two out of ten instances Mr. LaPierre was involved as the interviewer. In other words, in most of these cases, Mr. LaPierre was not specifically involved, and I would like to know how you relate these two factors.

Mr. WALKER: I am sorry, but I cannot follow your questioning.

Mr. MACDONALD (*Prince*): I am saying that the criticism directed toward the program in the last one and a half years has not been in the areas in which Mr. LaPierre has been specifically connected.

Mr. WALKER: Well, I cannot really comment on that. He has been on every program and he has or has not been involved in some of the items that have bothered us. Some of the items might not affect himself; it might have been the content of the item itself. I just do not know.

Mr. MACDONALD (*Prince*): You have expressed to us that it would be better not to show emotional reaction in certain instances. Do you think it would be much more honest to portray a suppression of a certain kind of emotion than to react to obvious emotional situations?

Mr. WALKER: Again, I have to add it is a matter of degree. I think it would be just as wrong for an interviewer or co-host or program personality to be so flat as to be dull. This is not what we expect. Again, I repeat it is a matter of degree. You can go overboard and you can go beyond what seems to be proper for a man who is supposed to be objective and who is supposed to conduct himself in an objective way. The purpose of conducting an interview is to bring out the views and the opinions of the interviewee, and if he goes beyond that point he dominates the position, and it becomes even worse if his own personal convictions begin to show.

Mr. MACDONALD (*Prince*): But, you are not suggesting the interviewer should be some kind of a mental eunuch.

Mr. WALKER: No.

Mr. LEWIS: An unemotional one.

Mr. MACDONALD (*Prince*): You have mentioned two or three times that Mr. Haggan has outlined for us the kind of 'Seven Days' that will be expected next year. I take it you respect the judgment of Mr. Haggan with regard to programming on the CBC.

● (4:25 p.m.)

Mr. WALKER: Yes. I have given full credit to Mr. Haggan for a successful year this past year.

Mr. MACDONALD (*Prince*): You feel he has, over-all, a pretty good concept and understanding of the programming as such as related to television?

Mr. WALKER: Yes, I think in programming terms he has exhibited quite good judgment, with the notable exception, perhaps, of not containing, as we would have expected, the problems in relation to "Seven Days". In a general kind of way, I would have to say that this past season has been quite good. I am referring to public affairs generally, and there are certainly many many more programs, as Mr. Haggan pointed out to you, gentlemen, in both radio and in television, on the regional and local network, there is quite a vast field of activity in programming. One must, therefore, give him full marks for quite good judgment in programming in a general sort of way.

Mr. MACDONALD (*Prince*): I would like to quote what Mr. Haggan said to this Committee. He said: "It has been totally impossible to carry on a discussion with management about programming". What is your reaction to that kind of statement from a man whose competence you recognize?

Mr. WALKER: I would have to be a bit rude and say this is absolute nonsense.

Mr. MACDONALD (*Prince*): He says further that you yourself know nothing about programming.

Mr. WALKER: No comment.

Mr. MACDONALD (*Prince*): Is it not a fact that since 1942 you have had really no creative contact with the broadcasting end of either radio or television because since that time you have been involved in administration, and fairly removed from the depths of the production, so to speak?

Mr. WALKER: There is no such thing as being removed or divorced from the actual production or concern for programs in this organization or in any other organization in broadcasting. I cannot really speak for the production of tomato cans, as someone has charged me with. We are all concerned with the production of a general service to the public, from the president and the board down.

Mr. MACDONALD (*Prince*): Does it not strike you as odd that in the past two years that this program has been on the air you have met one of the people whose contract has not been renewed only once over part of a luncheon, and that one of the incidents for which he is not being re-hired is an incident which you yourself have not even seen? Does this not display a lack of communication with the kind of creative broadcasting we are talking about here?

Mr. WALKER: Not at all. I cannot see all of the programs because obviously there are quite a few that run at the same time. There are programs both on the radio and on television; I cannot see them all. However, I am not at all out of touch because, in my regular visits to Toronto I participate in the program committee's discussions. This is a management program committee in which programs are reviewed, and I participate most actively.

Mr. MACDONALD (*Prince*): In one of your earlier statements, the opening statement, you suggested Miss LaMarsh was right in her comment about the "iceberg". I gather from your reaction to that comment that you were regarding the controversy basically as simply an internal "Seven Days" program; that the problem that exists covers only "Seven Days" and does not include a number of

other areas in broadcasting both in French and English. Do you say it is only one area not affecting other broadcasting?

Mr. WALKER: I do not, sir.

Mr. MACDONALD (*Prince*): Do you feel that it would be necessary or it will be good policy in the future for the CBC to move into a more commercial type of programming?

Mr. WALKER: I do not, sir.

Mr. MACDONALD (*Prince*): Do you feel that in the last five, ten, or fifteen years the nature of programming, particularly in television, has changed immensely?

Mr. WALKER: Of course it has. We have kept apace with the changing social times. What we do today, we could not have done, for example, five years ago—as recently as that. We are going through a kind of social revolution, and I would hope it is recognized we are keeping apace with it.

Mr. MACDONALD (*Prince*): When you say “we could have done it”, do you mean in terms of the physical capacity of the medium, or the way in which the medium has become part of our culture?

Mr. WALKER: I mean the acceptability of programming in public terms. This would apply as well, of course, to the theatre, to literature, and so on. We are going through a change, and therefore our programming is beginning to change to keep apace with the changing social times. We must do this.

Mr. MACDONALD (*Prince*): You mentioned earlier that you made decisions on whether or not programming had integrity—in your words—whether it was related to the old fashioned ideas of ethics and good conduct. In what way do you actually decide what kind of programming is valid programming?

Mr. WALKER: I just think we have to rely on the professional experience of our program people and of the management people, everyone up the line. We have to rely on the experience of seniority in terms of public tastes and interests, and the observation of the changing times. I think one has to observe and do the very best one can. In applying professional judgment you certainly can sense from season to season, and sometimes from seasons to seasons, a changing interest in drama as opposed to variety. It is the considered view of our professional program people—they are all professionals—that there is indeed, in terms of the Corporation anyway, a very definite swing in interest towards drama. We sense that in spite of the successes of news specials that seem to be coming to the fore and in spite of the success of the kind of program we have been talking about—the “Seven Days” program—that there is a particular kind of special interest developing in drama. This upcoming season we are placing a great deal of emphasis on drama.

And therefore I can only answer you by saying that one has to rely on the professional judgment of people who seem to sense what the public is interested in. By the way, part of this has resulted from the great success we have had with three or four of our film-produced drama series, such as *Member of Parliament*, and so on.



Mr. MACDONALD (*Prince*): Do you think that part of the problem with top management not being in close communication with the program people is the fact that it resides in Ottawa while the bulk of the program production takes place in either Toronto or Montreal?

Mr. WALKER: I said in my opening statement yesterday that this could be one of the problems. If it were possible for all of us to live in one house, I think communication would be much simpler, but we live with the geographical problem of separation, and for very good reason, as I expressed yesterday. I do not see how it could be otherwise. Perhaps the communication would be less difficult if we lived together in one building.

Mr. MACDONALD (*Prince*): Would you not also say that the line of communication that exists between the producers and yourselves who make these kinds of decisions is obviously too long?

Mr. WALKER: In terms of miles? Yes, it is fairly long.

Mr. MACDONALD (*Prince*): Not only in terms of miles but in terms of the number of bodies.

Mr. WALKER: I do not agree with that at all. The organization we set up in December of 1964 is a simplified one. There is direct access, for example, in terms of policy content and editorial content in news and public affairs, to me through Mr. Hogg. There is no bogging down in that line.

Mr. MACDONALD (*Prince*): Would you also say that the lines of communication are often not clear regarding who in effect is making the decisions and to whom he is ultimately responsible?

Mr. WALKER: I do not recall saying that but I may have said something that led you to believe that.

Mr. MACDONALD (*Prince*): How do you accurately determine what is an offensive item for broadcasting? On what basis do you determine offensive items?

Mr. WALKER: I would say the first way to determine that is the public reaction, and I can assure you, if I need to do so, that there is an immediate response by telephone to anything that seems to be offensive. That is the first immediate response. There is also a response by letters, indeed sometimes by wire, and most certainly by personal contact. If one moves around, as one has to occasionally, one gets the message very quickly when something has been offensive.

Mr. MACDONALD (*Prince*): Do you measure it by the number you receive or the quality of the letters that are written? What kind of scale do you use?

Mr. WALKER: All of these measurements are applied in a total assessment. Then, of course, we have our audience surveys, which are professional surveys and, as useful as they are, we make use of them to a considerable extent. They are guidelines, if you will.

Mr. MACDONALD (*Prince*): When you say you are using public reaction, you are implying that everything must be broadcast before you get a reaction



However, in many cases that we have heard about, things are not being broadcast.

Mr. WALKER: In this instance we use the judgment of the Corporation, with all their experience, and also, as I said in my opening remarks yesterday, the plain, ordinary, old fashioned things such as basic program ethics, the methods of gathering material, whether a serious subject is balanced, if it calls for balance, whether it is properly researched, and so on. If it is not properly researched, it should not be put on the air. These are professional management judgments that will always be applied and must necessarily be applied.

Mr. MACDONALD (*Prince*): What, in your opinion, Mr. Walker, is the best television program that is presently being aired by the Corporation?

Mr. WALKER: I would not like to say.

Mr. MACDONALD (*Prince*): I have a final question: How much do you yourself watch television on a weekly basis?

Mr. WALKER: I could not give you the number of hours, but far too much, I would say, because I would also like to listen a lot more to another interesting service that we have, which is—I hate to say it in front of the television people because there are some here—the senior service, and that is radio. There are some very exciting new things being done on radio. I just do not have enough time to look at both radio and television, but maybe I do not need to assure you there are some greatly exciting new things being done on radio.

Mr. MACDONALD (*Prince*): Thank you for the commercial.

The CHAIRMAN: Before going on to Mr. Basford may I warn the Committee against the danger of repetition? It seems to me that we tend to cover the same ground more and more as we advance. I can understand that a member would like to put a certain question in a different way if that member thinks that another questioner did not get the answer he was looking for. However, I think we should all be very careful not to tread on the same ground after the matter has been dealt with.

Mr. STAFFORD: Mr. Walker, did you read an article in *Maclean's* issue of March 5, 1966, by Alan Edmonds regarding "Seven Days"?

Mr. WALKER: Yes.

Mr. STAFFORD: Did you ever approach Mr. LaPierre on the four sentences which are, among other things, blocked out? I would like to read to you the four sentences:

... And if "Seven Days" lasts another year one of them may change: Laurier LaPierre, 36 year old associate professor of history at McGill university, says: "I do not think I could last in "Seven Days" much longer". His reasons: "This year the show does not seem to care as much; it is falling into the same trap as all CBC public affairs shows; it is losing concern with matters of real social consequence".

He does not, however, care to be a performer, which is not what the "Seven Days" producers expect him to be this season.

Those are rather serious words, are they not?

Mr. WALKER: I would say so.

Mr. STAFFORD: Do you think adverse criticism like this hurts the CBC?

Mr. WALKER: I do not think it does any good, but he is certainly entitled to express his views.

Mr. STAFFORD: Did you, or anyone else, go and see Mr. LaPierre about why these statements were made?

Mr. WALKER: I did not, but I cannot say whether Mr. Haggan did. It is possible, I do not know.

Mr. STAFFORD: Mr. Walker, is there any substance in what Mr. Haggan has said about the whole public affairs area being downgraded by the difficulty of keeping up with the number of programs they should be doing and with insufficient money?

Mr. WALKER: There is no substance to it whatsoever. This has been reviewed most thoroughly in relation to a document that was submitted by Mr. Haggan and written by him also. I understand it was reviewed by the president myself, and other officers, as well as the vice president. I am not sure whether this has been tabled here or not.

The CHAIRMAN: Yes, it was tabled.

Mr. WALKER: May I refer to it then?

Mr. STAFFORD: Yes, briefly please, as I have a few other questions to ask.

Mr. WALKER: He made some references in it to the fact that the Corporation, as a matter of policy, had determined, for the coming year, that they were going to increase the target for revenue. This had a bad effect on public affair programming. In other words, it would be at the expense of public affair programming that the target had been increased. This is absolutely wrong. We have not increased the target. We have stated this both to Mr. Fowler and publicly, that our determination is to reduce especially the United States commercial programs in order to give us an opportunity, hopefully, with the funds available, to do more Canadian programming. There is no increase in the target for revenue in the Corporation. There is an adjustment, which is the normal business adjustment, to do with the rate cards. The rates have normally been adjusted. There is something like a 2 per cent increase. There is no increase in the target.

He also said, I believe, in a statement which is here—I will not take time out to pick out these spots—something to the effect that this coming season they were distressed to observe there would be fewer hours. This is quite incorrect; there will be something like an increase of 29 hours; I added this up fairly recently.

He was concerned about fewer dollars being available for public affairs. This is not correct. The increase, in point of fact, is something between three and four hundred thousand dollars more than last year.

Therefore, somehow or other, he has been misinformed. There were other references in the document to Mr. Southam, I think. We had agreed to review

the case of Mr. Southam. Mr. Haggan has probably forgotten to mention this. I have forgotten what else there is. Mr. McLean, I think, was also referred to.

Mr. STAFFORD: Why is it, as I understand it, that not only have the contracts of the two hosts not been renewed but Mr. Faibish and Mr. Zolf have also been dismissed?

Mr. WALKER: I have to be emphatic at times. They have not been dismissed, positively not. There were discussions with Mr. Hogg going back to January about the "Seven Days" program and its personnel. In January we were so concerned about the problem of the "Seven Days" unit that indeed we did discuss and refer to some of the personnel involved, and there were discussions about Mr. Zolf, Mr. Faibish, and of course the others. At that time Mr. Hogg wrote a memo—I think it would be in January probably—and said to Mr. Haggan that at that time no consideration would be given—that is by Mr. Haggan—to the renewal of contract until it was quite clear that we were either going to have "Seven Days" under the conditions that we had expressed of eliminating some of the "sleaziness" and so on, or that we would go ahead with the magazine. At that time there was reference to Mr. Zolf and Mr. Faibish.

So far as Mr. Zolf is concerned, my recollection is—perhaps if Mr. Hogg is here as your witness in the next few days he will confirm this—that we were quite candidly a little concerned about the methods he used in collecting material. He seemed to be so aggressive that at times he became offensive, I think. However, Mr. Hogg, in discussing this with Mr. Haggan, assured me that Mr. Zolf was acting under supervision and direction. Perhaps, if you want an example, I will state one which was a serious invasion of privacy when Mr. Zolf attempted to get an interview with Mr. Seigny in connection with the Munsinger case. This was a very wrong thing. The method of attempting to get this interview was a serious invasion of privacy. Mr. Zolf was involved but he was acting under direction, and to this extent I was satisfied it was by direction.

In the case of Mr. Faibish, he was not fired, he resigned recently, to my great surprise by the way. Mr. Faibish, I must again be very candid with you, had asked to be relieved from his contract with us, or his letter of agreement, I have forgotten which it was. I was quite surprised, as were some of my associates who had been asked to participate in the Fowler inquiry to look into matters of the CBC.

● (4.45 p.m.)

However, we released him from his agreement; he was given free access to our officers all the way down the line, free access to all operational matters. This rather surprised us, but it happened; and as soon as he was through with the Fowler Committee he came back to us and resumed his agreement.

The reason for the discussion with Mr. Hogg in relation to Mr. Faibish was simply about next fall, whether Mr. Faibish should be continued next fall. I was assured that he was a valuable man in terms of being a story editor and a contact man. Presumably this was "contact" in relation to important people to be interviewed, and so on. As I said earlier, this was a program decision, as it was in the case of Zolf. Neither Zolf nor Faibish were asked to resign, or anything of that sort.



Mr. STAFFORD: My recollection is that Mr. Leiterman has said that "Seven Days" would be crippled by a budget reduction.

Mr. WALKER: This is not true, although that could be his opinion; but I will express mine.

You must have noticed that I have referred to the "Seven Days" unit. It is a unit, or a department, within the department. Mr. Haggan will not agree, but I think it is a department within a department, in my opinion.

The total budget assigned to that unit has been reduced by 1.4 per cent for the coming year, and this represents possibly about \$15,000; this is for four programs.

Mr. LEWIS: I wonder if Mr. Stafford could ask whether this is direct or indirect.

Mr. WALKER: This is total.

Mr. STAFFORD: I still have a few questions. My 20 minutes are not up yet; but a couple of his answers have taken much longer than I had expected.

Mr. Lewis, you go ahead.

Mr. LEWIS: Is the total that you have talked about both direct and indirect, or how do they break down? Is it a reduction on the direct or the indirect cost?

Mr. WALKER: I hesitate to offer information for which I may be reprimanded.

Is it in order for me to give program costs?

The CHAIRMAN: I am not aware that there has been any restriction on quoting such figures, although I was not with this committee last year. It is a matter of CBC policy rather than of the Committee. As I said a moment ago, the Committee can demand, but it is not demanding now.

Mr. WALKER: Then, I am prepared to give the total figures. Speaking of the "Seven Days" unit, where four programs are involved, the budget of last year was \$1,443,450. The budget at this moment, subject to still further refinement is \$1,423,065. I said a difference of \$15,000. It is \$20,000. But 1.4 per cent seems to be pretty close to it.

This is not a serious reduction. After a long-winded answer it is my view that it is not a serious reduction.

Mr. LEWIS: It was the breakdown into direct and indirect that I wanted.

The CHAIRMAN: Do you have this information, Mr. Walker.

Mr. LEWIS: We were told that the budget consists of direct costs, which is what the producer people get, and so on, and indirect cost, which is the overhead and the people who are on salary and so on.

Mr. WALKER: Yes.

Mr. LEWIS: This figure of over a million dollars I assume takes in both the direct and indirect?

Mr. WALKER: That is correct.



Mr. LEWIS: And the reduction is in the direct cost alone?

Mr. WALKER: I think there was a reference to a reduction of a \$1,000 direct given for the one program. I am referring to four programs. There is a reduction of \$1,000 in one program, which could represent something like six or seven per cent, yes.

However, if I may just go on a step further, that is within the authority of the general supervisor of programming to adjust within his department. He can take money from one program and put it into another as the season goes on.

Mr. STAFFORD: Did you ever make a parallel between the running of the CBC and that of a business machine factory?

Mr. WALKER: I did not.

Mr. STAFFORD: In Volume No. 1 of these proceedings, page 48, Mr. Watson gave evidence to the effect that Wilson Southam was fired officially "without reason." Would you care to comment on why you fired this particular producer, Wilson Southam.

Mr. WALKER: Yes. In the first place, it is not within my authority, nor was it within my authority, to fire him because he did not work for me.

I understand Wilson Southam is still on the staff of the Ottawa area. The Ottawa area reports to Mr. Jennings, my colleague, who is vice president and general manager of regional broadcasting. It was just before Mr. Jennings went away on vacation in January—well, I do not know what month it was, but it does not matter too much—that he had expressed great concern about what appeared to be excessive programming costs within the Ottawa area for public affairs for the English network being charged to the English network budget. He asked me if I would attend a meeting in his office with some of the principal officers of the Ottawa area management, which I did. They collectively expressed concern about this. I asked that some investigation be done and that some accounting figures be provided to me. Indeed, they were very disturbing to look at in relation to the original budget. It had to do with a satire program on the opening of Parliament, and, just incidentally, it happened to be not a very good program.

The costing of the program was completely unreasonable, and as the Ottawa area management pointed out to me—and as their accounting figures seemed to support—the spending was quite excessive. That was my reason for being interested.

Had Mr. Jennings been present he probably would have conducted the inquiry himself. I have to say again that Mr. Haggan is aware that we have agreed to review the case of Mr. Southam.

Mr. MACDONALD (*Prince*): What was the amount or the proportion of overspending?

Mr. WALKER: I would have to be most cautious here because this is not within my area of responsibility now; it is Mr. Jennings'.

Mr. MACDONALD (*Prince*): Just the percentage.

Mr. WALKER: He is conducting a review of the case.

As I recall it, the total figures seemed to represent \$54,000 as opposed to something like \$19,000 approved, direct and indirect. But I do not have the file. It is not my concern at this moment.

Mr. STAFFORD: With reference to films produced last year by film producer Beryl Fox, even although the matter has been turned over to the RCMP, would you like to make any remarks?

Mr. WALKER: Anything I would say would have nothing to do with the reference in the *Toronto Telegram* of a couple of days ago, but it has something to do with the information that was given to me back last July, when it was reported to me that this kind of filming had been done.

It was reviewed by the officers in Toronto. They were very concerned about it and directed that it not be included in a document that was being done called "Youth." The particular sequence was the apartment sequence which has been referred to by the *Telegram*. The officers said that it was very poor judgment to have done it all; in fact, it was very bad judgment.

The CHAIRMAN: I must tell the member that he has one minute left.

Mr. STAFFORD: With reference to the program on political interviews in the last election, was it decided by Mr. Hogg and Mr. Haggan that the interviewing be conducted by Mr. Watson and Mr. Troyer because of the political leanings of Mr. LaPierre?

Mr. WALKER: I will try to be as brief as possible since I know that you are in a hurry to get away.

Mr. STAFFORD: I am not in a hurry to get away. My time is almost up.

Mr. WALKER: This was at the time just preceding the election when, as is the practice, we review all the plans of the news and public affairs department for the coverage of the campaign and the actual day itself. We had a very big council meeting which the president and the vice president attended, together with other officers from Toronto and from the French network—the principal officers in the area of public affairs and news—to review the planning for the up-coming campaign.

Specifically, Mr. Haggan reported to us that "Seven Days" wished to conduct an interview with the leaders as the campaign progressed. We thought this was a good idea. We wanted to know whether it was to be a "hot seat" type of thing. It was not to be. Mr. Haggan said it would seem not to be a good idea, in interviewing the political leaders during the campaign. He said it was his feeling then that the interviewing should be conducted by Warner Troyer and Mr. Watson. He said it would not be Mr. LaPierre because he seemed to be sometimes too emotionally involved; and in this sensitive situation of the campaign possibly the decision to have Troyer and Watson do the interviewing was a good one.

A matter of a couple of days later I was confronted with what could be called a threat of a walkout because the people under Mr. Haggan, Mr. Leiterman and his associates on the "Seven Days" unit were determined that Mr. LaPierre would be one of the people who would be doing the interviewing. Mr. Leiterman, if he did not use the words "we will walk out" certainly clearly

indicated that they would not go on with the program. It is a matter of semantics again. He said they would not go on with the program unless Mr. LaPierre was part of the interviewing team.

There was a meeting over a long, distressing period of hours into the late night, and then reluctantly—and I say this most emphatically—reluctantly, we agreed, in the interest of saving the program at that time, that we should accede to the participation of Mr. LaPierre as one of the team. However, I had the assurance of Mr. Haggan personally that all measures would be taken to contain the possible emotional involvement of Mr. LaPierre. I do not recall, quite honestly, any reference to this political involvement.

Mr. STAFFORD: I have just one very short question. I am referring again to Volume No. 3 at page 165 of the proceedings, where Mr. LaPierre was referring to the miscalculations of CBC management. He said that he did not think, closeted as they are on Bronson Avenue, that they were really capable of assessing the popularity of the program. Do you feel that you have such capabilities?

Mr. WALKER: Yes.

Mr. STAFFORD: Thank you.

The CHAIRMAN: Mr. McCleave.

Mr. MCCLEAVE: This will be an attempt to fill in the missing link. In the discussion with Mr. Watson on April 6—you had that meeting in your office; is that correct? You met him in your office?

Mr. WALKER: I am sorry—

Mr. MCCLEAVE: There was a discussion with Patrick Watson on April 6. Did you meet him in your office?

Mr. WALKER: No; I met him in Toronto, in an office in Toronto that I use temporarily on my weekly visits.

Mr. MCCLEAVE: Were there just the two of you at that meeting, or were there other persons present?

Mr. WALKER: Just the two of us; it was a private talk.

Mr. MCCLEAVE: There is a considerable discrepancy in the accounts of the language used. During the meeting did you make notes of what you said or of what he said?

Mr. WALKER: No, I did not. I do not make a practice of taking notes of a friendly conversation.

It is rather interesting, this use of the word “friendly” in the context of referring to Mr. Watson and myself. This was a most interesting conversation, I thought at the time, until the explosion.

If I may just go on, I did refer—and I referred to it this morning—to the various challenges that seemed to be involved between Mr. Watson and management; I did refer to wanting to understand him better in relation to his assuming a very important assignment for us; I did talk about him as the angry



young man; I did refer to my great respect for him; but I had no reason to make notes of this conversation.

He expressed himself most strongly to me—and I think I can recall pretty well some of his words—that this had been one of the most constructive, useful talks he has ever had with senior management. He went further than that and said—by the way, he called me “Bud”—that is my first name—he said: “Bud, if it was possible to do this kind of thing more frequently between yourself and myself and yourself and other officers, or others of the management group, and if you can encourage the president to do this more frequently I think we will have resolved many of our communication problems.” He spoke most highly of the friendly kind of exchange we had. He was most affable. He did not seem to be in any sense distressed. I must say I left the meeting feeling very good—for a few hours!

Mr. McCLEAVE: Well, perhaps this question will not have you feeling very good. Did he make notes of this conversation?

Mr. WALKER: Not in my presence.

Mr. McCLEAVE: He has told me that he did make notes during his conversation with you, and he is prepared to go on the stand and say so. Do you categorically say that you did not see him make notes in your presence?

Mr. WALKER: Yes, categorically I say I did not; but, then, I do not watch the movements of a man when I am talking with him in a friendly way. If he is jotting down notes, I see no reason—maybe I was not very observant.

Mr. McCLEAVE: Were you sitting across from each other at a desk, or were you side by side in chairs, or were you standing during this conversation?

Mr. WALKER: We were seated in chairs.

Mr. McCLEAVE: Was there anything in between that could obscure the fact that he was taking notes?

Mr. WALKER: Not that I recall. There might have been an ashstand.

Mr. McCLEAVE: Did he have anything in his hand, such as a small notebook?

Mr. WALKER: I cannot recall; I am sorry.

Mr. McCLEAVE: Is it possible that he did make notes during that conversation, Mr. Walker?

Mr. WALKER: I think it is possible in that he has stated that he did take notes.

Mr. McCLEAVE: During the conversation.

Mr. WALKER: I suppose it is possible, but I did not see him doing it.

Mr. MACKASEY: Would you have objected if you had seen him taking notes?

Mr. WALKER: Well, I think I might have, because this was supposed to be friendly, man-to-man talk; and, indeed, it was. It would have seemed rather strange if I had seen him taking notes while we were getting along so well. He said that this was the kind of thing he was looking forward to, and that was



should have more of these man-to-man meetings. He said there should be more of the smaller group meetings, and that a chosen four or five people should meet with four or five senior officers more frequently, and as regularly as possible.

All this was very constructive in relation to my reference to his possible assignment to the "Quarterly Report" program—this is the new project we have been referring to—and he seemed to indicate some considerable enthusiasm. I suppose this was mainly because he was one of the idea men behind it.

He was most encouraged, and he went even further by saying something like this: "Bud, if I can resolve some of the possible personal problems so far as moving from Toronto to Montreal to do this program—" "—it will be done in Montreal—" "—if I can resolve that and possible other problems, would the Corporation finance a refresher course in French?" As you know, he speaks French very well. He asked if we would finance one of these "crash" programs in French. I said: "Most assuredly, Pat; by all means, yes."

Mr. McCLEAVE: In your opening statement, Mr. Walker, you referred to constant challenges to basic ethics and the involvement of personal rights and so on and you have given a couple of examples this afternoon. Now, are there any others that immediately come to mind that you have not placed on the record?

• (5.05 p.m.)

Mr. WALKER: I could go over all the items that have concerned us, if it is of any particular use to the Committee. Are you referring to those that have gone on the air or those that have been suppressed?

Mr. McCLEAVE: I am referring to either category.

Mr. WALKER: Well, it may take a while. Is it your wish that I put these on the record?

Mr. McCLEAVE: But, it is these constant challenges, as you put it, to these various things—

Mr. WALKER: Yes, the basic ethics and so on.

Mr. McCLEAVE: Yes. And you based your decision to not re-engage these men on that basis.

Mr. WALKER: No. These are two separate things entirely. I thought you were talking about the items in the program which really do not contribute anything to the program and fall into that category of sleazy and prurient, as well as those serious items which were not sufficiently researched and about which we received a bad reaction.

Mr. McCLEAVE: Could you give examples of the programs on the air as well as examples of those that were not used in the various categories?

Mr. WALKER: I will have to refer to my notes and probably read some of them in order to make sure of the occasions.

Mr. McCLEAVE: Please do that.

Mr. WALKER: Now, I am working backwards on this. On April 3, there was a report on capital punishment. We felt that this item had highly emotional

content, and it did because of the showing of the rope around pictures of convicts at the beginning of the program. And, we were concerned about the nature of the interview conducted with a certain convict because it seemed to imply some kind of bias. We were rather disturbed about that, especially as it was a subject that was being debated in Parliament. As I say, we were very concerned about it. It was the intention of the program also to ask for a write in to members of Parliament on this item, and this was vetoed by Mr. Hogg in consultation with me, simply because it was not a thing to be done at this time.

Mr. McCLEAVE: Thank God for that. We were spared some extra mail. However, we did receive hundreds of letters on that subject.

Mr. WALKER: Reference has been made to the Stephen Truscott case, and this involved Mr. LaPierre. Our comment was that the interview with the parents, particularly the mother, was highly emotional including the question: "What is it like to be the mother of a fourteen year old boy condemned to hang." That was the occasion when reference was made to the tears of Mr. LaPierre and so on.

Mr. LEWIS: Did Mr. LaPierre ask that question?

Mr. WALKER: No.

Mr. GRÉGOIRE: Who asked that question?

Mr. WALKER: I do not know; I did not see it.

Mr. LEWIS: Mr. LaPierre did not do the interviewing?

Mr. WALKER: That seems to be the case.

Mr. PETERS: Do you agree it was an emotional situation?

Mr. WALKER: Altogether too frequently—and some members may agree and some may not—there seems to have been what one might call snide pokes at the United States foreign policy. This has been done from time to time in the opening or closing lyrics in the program, one of which was about United States participation in Viet Nam. It has happened in the body of the program as well as in the lyrics, as I said, and sometimes in satire. This is simply misleading and suggests bias. We have discussed this. This occurred once, for example, on February 20, but there were other occasions.

I do not think I need to refer too much to Carol Doda, the Go-Go dancer.

Mr. FAIRWEATHER: I think you should. This is a very interesting thing. It is symbolic of the troubles right here. It was one of the saddest things.

Mr. McCLEAVE: Well, we are baring breasts in this Committee so we might as well have the story.

Mr. WALKER: This item was trivial, distasteful, irrelevant to the Canadian audience. But, "Seven Days" defended it in terms of the social aspects that seem to be happening on the west coast in the United States where waitresses do seem to be unclothed down to the waist in certain restaurants, and so on. There was supposed to be some social aspect to it but we did not see this. We saw it as a sleazy, sensational and trivial kind of thing, and there is no place in that

program, in any public affairs program or any other program on the CBC for that kind of thing.

Mr. McCLEAVE: Did you get many letters of complaint about that?

Mr. WALKER: I do not recall.

Mr. PETERS: Who is the "we" you speak of?

Mr. WALKER: The Corporation.

Mr. PETERS: But, who is "we"? Not God?

Mr. SHERMAN: Whose comment was it that it was sleazy, sensational and trivial.

Mr. WALKER: It is the Corporation's view.

Mr. MACDONALD (*Prince*): When you say "Corporation" who does that refer to?

The CHAIRMAN: Gentlemen, four questions are being put at the same time.

Mr. SHERMAN: But, in reality, it is the same question.

The CHAIRMAN: But the question has been put in four different forms, and I must say that I am in sympathy with the witness answering these questions. The questions should be put separately.

Mr. PETERS: Mr. Chairman, I asked who is "we" because he used it. I do not understand whether it is one of the editorial boards, Mr. Walker, Mr. Ouimet or Mr. Briggs.

Mr. WALKER: If you want me to be specific—and I did not wish to be—I refer to the president—and, incidentally, he can speak for the board; I do not know whether the board was critical of it. Then, there was the vice president, the three vice president general managers, the vice president of programming, Mr. Fogg and myself.

Mr. McCLEAVE: Is this a jury that meets after "Seven Days" is put on the air?

Mr. WALKER: No. I am referring to the program council which is made up of certain ones, and I gave you those names earlier. It is not a committee set up to review any program; it is mainly a committee to review policy, standards and so on. As a council we do look at programming in general and, indeed, we do review the new schedules of each year before submitting them to the president.

Mr. McCLEAVE: You seem to be giving us findings on these different incidents. Perhaps I should not have used the word "jury" but there is some form of deliberation by several senior officers.

Mr. WALKER: These are comments of the general view of the people I have mentioned when I said "the Corporation".

Mr. MACDONALD (*Prince*): Mr. Chairman—

Mr. McCLEAVE: Mr. Chairman, my time is limited and I think I should be allowed to pursue my questions. I am asking Mr. Walker for specific instances



and we have only covered three. I know if he is trying to get one from each program it will take time.

Mr. WALKER: No, not at all.

Mr. McCLEAVE: Give us some more outstanding examples.

Mr. WALKER: Well, I think we would agree the Go-Go dancer is pretty outstanding.

Mr. MACKASEY: It was very revealing anyway.

Mr. WALKER: There have been a number of skits which we thought and firmly believe were very distasteful. There was one that made some kind of play—although my recollection is not clear—in connection with, I think, the visit of the vice president of the United States to Viet Nam, where he was spat upon. This was played up in satire and we thought that it was very unfair, improper and distasteful—simply in poor taste. There was an occasion, in the area of satire which, I think, is in doubtful taste, if in not very poor taste, and this was a satire on the governor of Rhodesia at the most critical time when the governor, as a representative of the Queen, was in a most difficult position. It was most improper and very distasteful.

You will recall, possibly in October, Robert Hoyt's interview with Calvin Craig, Grand Dragon of Georgia and George Sligh of the Klan and Reverend Bevell, a Negro. This was criticized on the grounds it was gimmicky and showed lack of integrity in the way it was introduced. It showed a lack of research by the host in preparing factual material for hard hitting questions and misjudgment as to the ability of the participants. It was felt that there was insufficient preparation. Also, it was felt that the introduction of the Negro gentleman, the minister, was very gimmicky and not too understandable even to those of us who are fairly close to the program. We were not aware this was going on but, as we watched it, it looked gimmicky to us and we felt the public would have responded that way.

Mr. McCLEAVE: In these instances you have quoted so far Mr. LaPierre and Mr. Watson had no hand in them, did they?

Mr. WALKER: Possibly not in those I have referred to. We are dealing with the program content, not about people.

There was an item on the new fertility pills. The host, contrary to Corporation policy, expressed what amounted to a program judgment on the drug in the wrap-up comments. Now, this gets into the area of the Corporation expressing an editorial view, which is not permissible.

We have referred to the satire on the visit of the Pope to the United States, which was not only in poor taste, in our opinion, but was a combination of poor taste and rather grotesque, in my opinion. But, this is a matter of individual opinion.

I referred to the interviews that were being planned with political leaders during the campaign so I will not go into that one.

There was the case of Fred Fawcett. The question was raised as to the manner in which the "Seven Days" people obtained an interview with him, by entering the Ontario Hospital in Penetanguishene in the company of Fawcett's



sister, and without obtaining prior permission. Now, this is a pure and simple case of subterfuge, and deception which is not acceptable. They got in to do this interview through deception.

We have had two programs on hate literature, one on January 24, 1965, when Rabbi Feinberg was interviewed on the subject. Also interviewed were lawyers Mr. Howe and Mr. Harris who took different points of view about the need for legislation in this area. Mr. Howe complained that an interview he had taped for the program was cut to five minutes from one hour, and that 13 minutes of the program was devoted to those who wanted the law changed while less than one fifth of that time was allowed on the present law. We agree the law was improperly handled.

Perhaps a relatively small incident, but it is in the context of the total, is that over two years ago there was an examination of the use of salt on the highways and the possible beneficial effects of inhibitors, including the questioning of motorists on these subjects. The program appeared to us to give an erroneous impression on the possible benefits of inhibitors. When it was checked out there seemed to be no substance to the proposition that inhibitors were really effective, and this also involved some kind of write in; I do not know whether it was to the members of Parliament but I think that was the case.

There was a very important error in judgment having to do with improper, insufficient, irresponsible, if you will, research with respect to the case of Richard Ely, a young boy in Hull.

Mr. LEWIS: What was the date of that?

Mr. WALKER: December 20, 1964. This was a case of a young boy in Hull, whose conscience caused him to confess to breaking and entering offences. He was charged as a first offender and was sentenced to seven years in St. Vincent de Paul. Now, we had a complaint about this from Judge Labelle who handled the case, and he said that the program did not present all the facts of the Ely case, making it appear that the Judge had passed sentence too quickly without considering all the evidence. A statement was read in the following program—and we felt we had to—that we did not present all the relevant facts which, most unfortunately, were omitted, so that the boy was not just quite an innocent young chap who had gone wrong and his conscience had bothered him. But, he had, in fact, pistol whipped the owner of a hotel over in Hull, committed robbery and then ran off to Florida or some other place with his girl friend. These facts had not been brought out in the program. This was a good example of insufficient, improper research or just irresponsible research because most of the evidence used on the program was garnered through a discussion with the boy's sister. There was no reference to Judge Labelle himself and no attempt to consult with him. We think this was a good example.

One may or may not agree with the satire on God, but this was done on one of the programs.

Mr. LEWIS: Satire on what?

Mr. WALKER: There was a satire on the existence of God. It was done in a very far out, if I can use that expression, beatnik way at the opening of a program on October 11.

Mr. LEWIS: What year was that?

Mr. WALKER: It was 1964. The policy of the Corporation does not permit the ridicule of religious belief or convictions in its broadcasts. It is highly distasteful, if nothing else.

Some hon. MEMBERS: Hear, hear.

Mr. WALKER: There was a program that included an item on the difficulty of foreign doctors being admitted to the Ontario Medical Association. It rather happened that the item itself, as it was presented, in our opinion, was done very fairly and brought to light something that was rather distressing. But, it was immediately followed by a satire which was directed at the Ontario Medical Association, which we thought was quite improper because it immediately put the whole thing out of balance in favour of the foreign doctors. I imagine we might be in favour, but I think that is a matter of personal opinion. But, having done a well planned proper serious comment on the exclusion apparently of foreign doctors into the association in Ontario they then immediately put it out of balance by doing a satire on the Ontario Medical Association.

Well, I am sure you do not want me to go on much longer. I have picked out quite a few. These are the ones that have been on the air. I can refer to the ones that have not gone on the air, if you wish.

Mr. McCLEAVE: I think the ones that have not been on the air were set forth by Mr. Leiterman, were they not? I am thinking of Claudine Auger interview and things like that. Perhaps you could list some of those that were not put on the air.

Mr. WALKER: Well, there was Mr. Sevigny's item, which I have referred to which was a gross invasion of personal privacy. There was the difficulty over the Miss Canada contest, where we invaded copyright holdings apparently by another network. That has been discussed and, of course, we are dealing with this in legal terms now. Miss Auger was involved in this program—that is, the program that we were going to do at that time, and there was considerable pressure through Mr. Hogg up to me and a personal plea by Mr. Leiterman's office to at least allow the interview with Miss Auger to go on. We acted on the advice of our general counsel, who was extremely firm about permitting this particular item to go on because he felt in the light of the threat of legal action that it was unwise to allow any item to go on the program that night. This was being dealt with on that day itself. That had some reference to beauty contests and the interview in which Miss Auger participated in its total, indeed, was with reference to the conduct of beauty contests. So, it was with the advice of our general counsel that I said to Mr. Leiterman—he made his direct plea to me—that I would have to make a management decision based on advice of counsel, that it should not go ahead. Indeed, the injunction had been applied at that time to the use of the film material that was owned by CTV, I believe, and as it had to do with a beauty contest it was felt it would be inadvisable to use it and that it would not be good in the interests of the action that was about to take place. There has already been reference to the film that was being made on youth and the apartment sequence. I will not go into that one again; that was terribly irresponsible, in my view.

• (5:25 p.m.)

Back in October, 1964, we did suppress a satirical sketch on the Queen. Now, my recollection of this was that it was part of a night club review group—I have forgotten its name, I think it was the Second City Review—in which there was a satirical sketch on the Queen. This was going to be used on the program “Seven Days”. It was our considered view that it should not.

In point of fact, the items that have been vetoed are very few. The larger groups are the ones that have gone on the air and to which post factum consideration has been given.

Mr. BRAND: Mr. Walker, I am getting the very distinct impression that most of your problems have been with the production level. This brings me, once again, to a matter which I simply cannot understand. If your basic problems, all of the ones you have outlined, have been with production, how come you did not fire the production staff? I repeat I just do not understand.

Mr. WALKER: I imagine there would be some point where I could be rather boring in continuing to refer to the sincere wish of the Corporation to have this program continued.

Mr. BRAND: Even in its present form?

Mr. WALKER: No, not in its present form.

Mr. BRAND: You mean a different program with the same name?

Mr. WALKER: No, the program “Seven Days” with the elimination of the items I have referred to, the poorly researched or irresponsibly researched items, the sensational for sensational fake items, the oversexy items, the trivia, but still “Seven Days”.

The question is: Why do we not fire the producers. I have said, I think three times—perhaps only twice—that I have sincerely believed—perhaps only up to this present occasion because perhaps my views are beginning to change—that the program could go forward and should most certainly go forward and be just as provocative, just as exciting, with Mr. Leiterman, with the producers, and, hopefully, with the containment of the front line supervisors, so that we would not have these challenges in terms of program concepts, ethics, and so on.

Mr. BRAND: You brought up the word “challenges” again. The challenges seem to have come from the production level. You say that you hope to retain them without the challenges. You mean you are going to give directives to the producers, are you?

Mr. WALKER: I said I had hoped they would be contained and that therefore the program could be as exciting and would go on with Mr. Leiterman.

Mr. BRAND: I presume that when you use the word “challenge” so often you are referring to the items you just mentioned. What are the challenges which Mr. Watson was presenting to you all the time?

Mr. WALKER: I would not say that there were any specifically; I was referring in general terms—I think I have been most cautious—to the “Seven Days” unit which has been challenging. I have referred to them as becoming an



almost separate corporation within the Corporation, and therefore the challenges came from the unit.

Mr. BRAND: Mr. Watson, in his evidence, stated that in his interview with you he was told—this appears on page 43 of the first meeting—he had, according to you, “thrown out too many challenges to management”.

Mr. WALKER: This is true, but this was to the Corporation, not to management. This could have happened mainly in the first year when he was co-executive producer with Mr. Leiterman. As I explained yesterday, we felt it would be desirable—indeed Mr. Leiterman has expressed this view as well—and advisable to separate the two bosses. The challenges in the first year were either from Mr. Leiterman or from Mr. Watson or from both, but on behalf of the whole unit, of course.

Mr. BRAND: Again you brought up the statement that you and management had decided to separate the two. In his testimony, Mr. Leiterman pointed out to us, I believe, that he and Mr. Watson together had decided to separate, that this came from them rather than from management. Is this at variance with what you tell us? How do you explain this?

Mr. WALKER: I really do not feel I have to explain it because I do not think it is that important.

Mr. BRAND: It is obvious there are different statements there.

Mr. WALKER: Yes, but they come to the same proposition. I am not at all concerned with whether he thought of the idea before we did or not.

Mr. BRAND: Just a moment, I think it is very important because it has been stated, I believe, by Mr. Ouimet on his closed circuit statement to the people in the CBC, that this was one of the reasons, that the Leiterman-Watson team must be broken up. I think it is extremely important. If they had decided to separate on their own, where is the team?

Mr. WALKER: The team is in existence now as a team of two executive producers. This is quite correct.

Mr. BRAND: There were no two executive producers after that, were there? You are referring to their team in “Seven Days” after that?

Mr. WALKER: I am referring to the association of Mr. Watson this season as co-host—and I stated yesterday that it seems to go well beyond that, to much greater depth—in participation with Mr. Leiterman in an editorial panel.

Mr. BRAND: Mr. Leiterman has stated in his testimony that there was none of this consultation of which you were talking about. Once again we have a little difference here. In your meeting with Mr. Haggan on April 5, I think, he stated several things. He stated again that you had mentioned disloyalty to the CBC on the part of Watson and LaPierre.

Mr. WALKER: Would you repeat that question please?

Mr. BRAND: On April 5, in your meeting in Ottawa with Mr. Haggan, Mr. Haggan, in testimony here, has stated that you mentioned that one of the reasons for getting rid, or refusing to renew the contracts of Mr. Watson and Mr. LaPierre, was disloyalty to the CBC.



Mr. WALKER: This is quite incorrect.

Mr. BRAND: Fine. Do you question their loyalty at this time?

Mr. WALKER: Not at all.

Mr. BRAND: Not even now?

Mr. WALKER: I did not use the words "loyalty" or "disloyalty". My discussion with Mr. Watson was in terms of concern about his attitude towards the Corporation.

Mr. BRAND: How about his attitude towards Canada? This has been mentioned here.

Mr. WALKER: It has nothing to do with loyalty or disloyalty. The words were never used by me. My interest was finding out what his attitudes were to the present problems of Canada. As I said, we in management must understand very clearly what are the attitudes of anyone in our program department who was going to undertake such an important project and was going to assume the seniority and responsibility of being the executive producer for this kind of special program. It is not a question of loyalty.

Mr. BRAND: I am afraid I do not understand what you mean by "attitudes". Do you mean his attitude towards French and English Canada? He is bilingual is he not?

Mr. WALKER: Exactly. That is another reason, by the way, why we looked with great favour upon the recommendation of Haggan for Mr. Watson's appointment to this program, because he is bilingual and because it was, in part, his idea.

Mr. BRAND: I have another question. In his testimony Mr. Haggan made a statement along these lines, that Mr. Walker wanted to meet with Pat Watson to see if he was human and capable of assuming his role as producer of this new bicultural program.

Mr. WALKER: Was the word "human" used?

Mr. BRAND: That is the word I have down here. I do not have the transcript.

Mr. WALKER: I did not use the word "human".

Mr. BRAND: What word did you use?

Mr. WALKER: I do not know. You would have to read to me the whole sentence. I do not have notes to refer to.

Mr. BRAND: In his testimony he went on further to say that you hoped that Mr. Watson would have a loose association with two documentaries per year. Is that correct?

Mr. WALKER: No, the word "loose" to my recollection was not used, and I would not know what it meant in this context.

Mr. BRAND: I do not know either.

Mr. WALKER: Nor do I. What I said to Mr. Watson was that if, perchance, his recommendation did come from Mr. Haggan—and it had not at that

point—that Watson should be given the assignment, and provided he was agreeable to taking it, I was prepared to give more favourable consideration to it, especially after our very good talk in Toronto.

Mr. BRAND: But this, of course, was said beforehand, was it not? This was said before the meeting with Mr. Watson?

Mr. WALKER: Yes.

Mr. BRAND: You have said quite a bit about the matter of viewers opposed to some of these programs. I think you mentioned the figure of 20 per cent. Is that correct?

Mr. WALKER: I used the figure of 20 per cent in relation to the skit on the Pope I think.

Mr. BRAND: On what basis did you use the figure 20 per cent?

Mr. WALKER: Only on the basis of our audience research people, and that seems to be reasonably accurate.

Mr. BRAND: In the testimony here, which is part of the documentation of this Committee, we have some of the research findings regarding the popularity of "Seven Days" among educational groups. If you have these other figures, could you make them available to the Committee? I mean the ones on the distaff side. We have ones on the credit side. Could you give to the Committee the findings you have been referring to?

Mr. WALKER: I would have to consult with the president.

Mr. OUMET: I think it is part of the over-all report. I do not think there are two reports, one on the credit side and one on the discredit side. This is part of the whole report, and I do not know what you have already. We would have to see what has been given to you.

Mr. BRAND: What we have already is the copy of one done, I believe, by the CBC research division regarding those who watch this program on an educational basis, university graduates and so forth.

Mr. OUMET: Is this a long report?

Mr. BRAND: It is in the form of a table; it shows 27 per cent as the total.

Mr. OUMET: Not several pages?

Mr. BRAND: I believe we just have one page.

Mr. OUMET: We can give you more than that.

Mr. BRAND: I think it will be most useful for us to have it.

Mr. WALKER: Mr. Chairman, could I be excused for a moment?

The CHAIRMAN: Maybe we could deal with another matter first. I wanted to submit to the Committee, before we adjourn tonight, the following question. Should we sit tonight? What is the feeling of the Committee about it?

Mr. BRAND: I think, in fairness to the CBC gentlemen, we should meet tonight. We are keeping them away from their work.

Mr. LEWIS: Mr. Chairman, have you the assurance that 13 members will be here? We did try it on a similar night.

The CHAIRMAN: I am not putting it as bluntly as you do but that is what I have in mind.

Mr. LEWIS: I do not want the thing to be misunderstood.

The CHAIRMAN: Since all the people who attend these meetings regularly are in the room now, maybe we could have their thoughts on the subject.

Mr. STANBURY: I cannot be sure of staying in Ottawa this evening.

Mr. McCLEAVE: I think we should have a show of hands to know who could be here tonight.

The CHAIRMAN: Could the members who are sure they can be here tonight at eight o'clock raise their hands? There are only six. I think there is a deficit which would be very hard to fill.

I would just like to express a view on the possibility of sitting tonight. If there are only five members who are sure of coming here, we might be waiting here for a whole hour, and this is not useful to anyone. Is the Committee of the opinion that we should sit tomorrow? I must make the precision that it would have to be at nine o'clock because otherwise it would not provide us with a normal session. Can we have a show of hands from the people who can be here tomorrow at nine o'clock? I believe we shall have a quorum.

We will therefore not sit tonight but we will have a meeting tomorrow from nine to eleven o'clock.

Is it agreed by the Committee that we should request permission to sit while the House is sitting, which would apply from Monday, May 9, to Thursday, May 12 inclusive? That is agreed.

Mr. Walker has a brief statement to make.

Mr. WALKER: I would just like to make a brief statement to correct perhaps a misunderstanding of something which I said yesterday. I am not sure whether I said it yesterday or this morning. I did refer to some of the problems I sensed in the area of middle management. I want to be more specific than that, it is below the area of Mr. Hogg, indeed below, perhaps, the area of Mr. Haggan; it is in the area of the "Seven Days" unit in public affairs. Yesterday when I spoke of middle management, I was not speaking of the level of Mr. Hogg nor of Mr. Haggan, it was the middle management below that.

Mr. LEWIS: Could you name the middle managers?

Mr. WALKER: No, sir, I would rather not name names.

Mr. LEWIS: Who are they in total?

Mr. WALKER: I would rather not say.

Mr. BRAND: It is becoming increasingly confusing to find so many chiefs and so few Indians. Is it possible to obtain a copy of the organization chart of the CBC?

Mr. WALKER: This has been requested and will be tabled.



Mr. BRAND: I would like to briefly refer to the program policy No. 65-6 on page 3, at the end of the paragraph on the permanent program personality. I understand, from previous testimony given by Mr. LaPierre that there was, at some time, a statement that a classic example of this type of personality is Laurier LaPierre. This has been deleted from the copies we have. Have you any knowledge of this?

Mr. WALKER: No, sir, I have not.

Mr. BRAND: This had nothing to do with the decision that he was no longer a permanent program personality?

Mr. WALKER: I was not aware his name was there. It may have been but I do not recall it.

Mr. BRAND: I am also curious about another thing. You mentioned the producer's brief. I understood, from the terms of reference of the Fowler Committee, that all the briefs were to be confidential. I am curious to know how you got hold of a copy of the producers' brief.

Mr. WALKER: I cannot tell you. If I could tell you, I might tell you, but I am not sure I would be able to tell you. I have seen a copy of it. Perhaps it was given to me by Mr. Watson, but I am not even sure of that.

Mr. BRAND: I am sure it was given to you by Mr. Watson, but would this be the final brief or the draft brief? I understand there are considerable differences between the two.

Mr. WALKER: I cannot really recall, sir.

Mr. BRAND: But you have seen it?

Mr. WALKER: Yes indeed, and the president has also seen a copy.

Mr. BRAND: You made a great deal about satire and how bad it is. Are there any plans in the works for removing the writers of satire?

Mr. WALKER: I do not know, I could not answer it.

Mr. BRAND: Why cannot you answer that?

Mr. WALKER: Because I do not plan the program.

Mr. BRAND: You removed the hosts, why can you not remove the writers?

Mr. WALKER: I have no intention of removing the writers.

Mr. BRAND: Despite the fact that satire has been such a serious problem?

Mr. WALKER: Satire is one of the most difficult forms of writing and, hopefully, by experimentation with various writers, we will achieve a better form of satire. We just have not got that done. Mind you, there have been quite a number of excellent satire bits, but altogether too many very poor ones.

Mr. BRAND: Earlier on you mentioned "those who discredit its importance" I believe that that is a quote referring to the Corporation. What do you mean by "those"?

● (5:45 p.m.)

Mr. WALKER: I would rather not be specific, but I would suppose it would be those who have involved us in this present situation, and unnecessarily so.



Mr. BRAND: You mean the previous witnesses?

Mr. WALKER: It is possible, yes. Someone has involved us.

Mr. BRAND: It is just possible?

Mr. WALKER: I think there is a good possibility, yes; otherwise we would not be involved in this.

Mr. BRAND: I have gathered from your previous answers today that you do not think very much of the Fowler Report.

Mr. WALKER: I do not recall saying that.

Mr. BRAND: I said it was an impression I gathered.

Mr. WALKER: Well, you are entitled to your impression. I did not say it, nor did I give that impression, to my knowledge.

Mr. BRAND: I know you did not say it.

Mr. WALKER: Nor did I give that impression.

Mr. BRAND: Will you, then, agree with page 166 of this report which says:

Television programming derives not from radio but from the theatre, with assistance from the movies. This is the reason why radio and television programming must be treated separately on their respective merits—

Mr. WALKER: I agree with the statement that radio and television programming must be treated separately as to their merits. I do not necessarily agree that television programming must necessarily be derived from the movies or whatever it says there. I think television programming is something entirely on its own.

The CHAIRMAN: Before you put your question, I did not have an opportunity to tell this witness that when his opinion is requested on a subject such as this, then he is free to answer or not to answer the question.

Mr. WALKER: Thank you.

Mr. BRAND: One last question. I presume you will not agree with this—this is just a preamble—I am sure you would not agree with the idea of a single czar for broadcasting as proposed by the Fowler Committee.

Mr. WALKER: I choose not to answer that because we have made our statement in reply to that.

Mr. BRAND: You do not agree with the statement.

However, what I am concerned with—

Mr. WALKER: I am sorry. You say I do not—? You said something.

The CHAIRMAN: You talked about the statement.

Mr. BRAND: I have read the statement.

Mr. WALKER: But you said something to the effect that I do not—I missed what you said.

Mr. BRAND: So far as that is concerned I understand probably what your feeling is. I will put it in different words. What does concern me is that there appears to be some sort of czar that seems to be operating within the CBC management at this time. From what you have said and given in testimony today and yesterday there does appear to be a group—and this has been mentioned before—that decides on what is good and what is bad and what is good for the people for Canada and what they should watch and what they should not watch and so on; and you did refer obliquely to the people involved, who made these decisions on programming. They included yourself as one and a few others, or a couple of others. Is this more or less a troika? Is that correct?

Mr. WALKER: No, it is not.

Mr. BRAND: Correct me if I am wrong.

Mr. WALKER: I have stated, and I will repeat—and I am sure that it is not necessary for me to repeat it—

Mr. BRAND: I think it is.

Mr. WALKER: I will restate that the final responsibility for everything that the Corporation does is delegated by the Act to the president of the Corporation and to the board.

The president of the Corporation then delegates downwards through the management lines—

Mr. BRAND: I understand all this. I am talking about decisions. You have been talking about the “sleazy” and “unimportant” bits—these decisions. Who makes these specifically.

Mr. WALKER: You mean the decisions to include them in the program?

Mr. BRAND: Or to take them out; or the *post facto* decisions.

Mr. WALKER: The decisions to take them out should be taken at the level of the producer.

Mr. BRAND: What about the *post facto* decisions which I have enumerated? Who is it who decides that they are “sleazy”, or “prurient”, I think, was another word.

Mr. WALKER: Yes.

Mr. BRAND: Who decides these.

Mr. WALKER: The Corporation does through the management line, which may go up as high as the president or the board.

Mr. BRAND: Have these all gone that far?

Mr. WALKER: Not all of them; some of them have gone as far as the board.

Mr. BRAND: When do you take into account public opinion.

Mr. WALKER: Always.

Mr. BRAND: What about the 80 per cent you have not mentioned? You mentioned the 20 per cent of the population. What about the 80 per cent who obviously would be the other side of the picture.

Mr. WALKER: Not necessarily so. I said that according to an audience survey, as I recall it—I do not have those figures here—20 per cent of that audience who seemed to be listening at the time were offended in varying degrees by the satire on the Pope.

Mr. BRAND: Eighty per cent, therefore, were presumably not offended.

Mr. WALKER: Not necessarily so. It means that 80 per cent may not have commented. I just do not know. But there were 20 per cent, which represents perhaps maybe half a million people.

The CHAIRMAN: Even taking into account the six-minute interruption, Mr. Brand, you have one minute left.

Mr. BRAND: Well, I think I have completed my questions.

The CHAIRMAN: Mr. Régimbal?

Mr. RÉGIMBAL: It has been said—I think it was repeated again this afternoon—that it is the policy of the CBC that no editorializing shall be made in public affairs programs.

Mr. WALKER: By the Corporation; the Corporation cannot adopt an editorial point of view.

Mr. RÉGIMBAL: So that this would have effect in the program as well, naturally?

Mr. WALKER: Yes. It does not matter whether it is public affairs or any other program, if it raps up a comment on a situation of interest to Canada and it arrives at a conclusion and expresses a viewpoint this is a Corporation viewpoint. It is quite improper.

Mr. RÉGIMBAL: What I was coming to is this: Is it your opinion that the use of the hands, the glances, the hunching of the shoulders could represent dramatic editorializing?

Mr. WALKER: Yes; in some degree it can, indeed.

Mr. RÉGIMBAL: And is this, then, part of the judgment that was made vis-à-vis Mr. LaPierre?

Mr. WALKER: In part, yes.

Mr. RÉGIMBAL: Now, there is one thing that bothers me. It was brought up, I believe, by Mr. LaPierre, that in the final analysis we are dealing with what is essentially a canned program and a fully scripted program, and once it is accepted it is out of the hands of the operator and that, in short, the "Oh, my God" is out of his hands, is not his property anymore, actually; so that once it is accepted he should not be held responsible, or he should not be underscored for it.

Mr. WALKER: I cannot accept that view, because the man has his responsibility as in our terms; at least, in his responsibility as an interviewer he must understand the policies of the Corporation. He must understand, as an interviewer, in his very important role in the program, that he must not give any impression of having strong personal convictions, or give the impression of dominating the interviewee; give no impression of emotional involvement. He



must understand that. Therefore I say that although there is a controlling factor that can be applied, and should be applied at the supervisory level, he cannot be held completely aloof from the responsibility. He must understand and indeed I am sure he does understand, the policy.

Mr. RÉGIMBAL: Are you satisfied that those points have been brought to the attention of the people involved effectively, or often enough?

Mr. WALKER: No, I am not satisfied. I say this simply because there have been going on for two years endless discussions about Mr. LaPierre's conduct in relation to interviewing and hosting, and, therefore, I would have to answer your question by saying no, I am not satisfied.

Mr. RÉGIMBAL: You are not satisfied that the message—

Mr. WALKER: The message just did not get through; or, if it did get through, perhaps it is Mr. LaPierre's own strong personality that dominated and he was going to conduct the interview as he felt inclined.

Mr. RÉGIMBAL: Just one more question. Have you had a chance to see Mr. Watson's brief to the Fowler Committee?

Mr. WALKER: Yes. Well, it was not Mr. Watson's brief; it was the television producers' association.

Mr. RÉGIMBAL: Would the contents of that brief be reflected in the attitude which you hold towards Mr. Watson?

Mr. WALKER: Would it have any effect? No, not in the slightest.

I was concerned more in a general way that the producers' association, of which Mr. Watson was president—and he was a co-signer—had submitted a brief without reference to up the management line, and because the brief contained—and my recollection of it is not too clear—many grievances, or it seemed to contain many grievances, and it seemed quite improper, if not, indeed, unfair, that if there were serious grievances, then they should have brought them up the line to be dealt with properly; and they were not.

The CHAIRMAN: Mr. Peters?

Mr. PETERS: I would like to ask you this, Mr. Walker: What do you consider your role to be in the CBC in terms of management?

Mr. WALKER: Well, it is a very responsible position, if I may just identify it—that of Corporation vice president and general manager. You may recall I identified it to some extent yesterday—vice president and general manager of the English network division.

This includes radio and television, and, in the case of radio, also the FM network; it includes responsibility for budgeting; the financing of operations in some millions of dollars; it includes the final responsibility for a staff of 2,100 or 2,200 people; it includes the direct line responsibility up from Mr. Hogg to me in relation to news and public affairs policy and editorial content. There is a direct reference to me.



Mr. PETERS: I remember your description yesterday of what your role is, but what is your function in terms of implementing directions for the CBC? The management must have an over-all policy in relation to—and we will continue to use this example—the news program department. You must have instructions to implement.

Mr. WALKER: My instructions are related to policy to begin with, as part of top management. Policy is laid down for all areas of programming, and if you want to stick for the moment to news and public affairs, there are fairly clear policies for news and public affairs.

My first concern—and I think I am answering your question—is to see that policies and standards in the area of programming are observed; but it goes well beyond that, because I am deeply and personally involved, as are my two colleagues, as vice presidents and general managers, with the line authority, deeply concerned with the program service that is developed every year, and, therefore, we become deeply involved in the formation of program plans for any given schedule in any given year on radio, television and FM.

Mr. PETERS: Would you agree that what has happened in “Seven Days”—taking into consideration your interpretation that it is almost a corporation within a corporation—that the difficulties that have arisen are normally not your business in terms of direct action?

Mr. WALKER: You are perfectly right.

Mr. PETERS: You could not run the Corporation if you had to make these decisions—

Mr. WALKER: Not only that, but I would not want to get involved. This is why we have responsible officers like Mr. Hogg.

Mr. PETERS: But you have done exactly that in the circumstances we have here.

Mr. WALKER: Yes.

Mr. PETERS: On instructions?

Mr. WALKER: No; on decisions in consultation with my superiors. This is quite normal in any business. If the line officers down the line are not performing properly in relation to policy and standards and so forth there is a total responsibility in any organization for the top level management to step in.

Mr. PETERS: In this case, in the firing of the two officers—and we have spent considerable time establishing their relationship and what their supervision was—would you not say that in doing this you have eliminated everyone below you to that level.

Mr. WALKER: No, I have not, because I have explained that these decisions were discussed and participated in—it was a joint decision—by Mr. Hogg and myself, with the awareness of the vice president to whom I report and the resident; and this went down the line through Mr. Hogg to Mr. Haggan to Mr. auntlett.

It has been said that Mr. Leiterman was not aware of it. It is possible he was not aware of it but I would be very surprised if he was not aware of it if it went right down as far as the front line supervisor of the program "Seven Days", Mr. Gauntlett. I would be extremely surprised if there was not some discussion with Mr. Leiterman himself.

The CHAIRMAN: It being six o'clock I would like to put the question whether you want to remain on the list as the first questioner tomorrow morning.

Mr. PETERS: Yes.

The CHAIRMAN: Just for the record, before we adjourn, I would like to note that two documents, the Corporate Organization Chart and the English Networks Organization Chart have been tabled and copies have been distributed to the members of the committee.

A motion for an adjournment would be in order.

Some hon. MEMBERS: Agreed.

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 10

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FRIDAY, MAY 6, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESS:

Mr. J. Alphonse Ouimet, President, Canadian Broadcasting Corporation.

ROGER DUHAMEL, F.R.S.C.

QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin	Mr. Hymmen,	Mr. Prud'homme,
( <i>Charlevoix</i> ),	Mr. Johnston,	Mr. Richard,
Mr. Béchar,	Mr. Lewis,	Mr. Sherman,
Mr. Berger,	Mr. Mackasey,	Mr. Stafford,
Mr. Brand,	Mr. Macquarrie,	Mr. Stanbury,
Mr. Cowan,	Mr. McCleave,	Mr. Trudeau,
<sup>1</sup> Mr. Dubé,	Mr. Nugent,	Mr. Woolliams—(25).
Mr. Fairweather,	Mr. Prittie,	
Mr. Grégoire,		

M. Slack,  
*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Allard on May 6, after morning sitting.



ORDER OF REFERENCE

FRIDAY, May 6, 1966.

*Ordered*,—That the name of Mr. Allard be substituted for that of Mr. Dubé on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND.

*Clerk of the House.*

## REPORT TO THE HOUSE

FRIDAY, May 6, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### SIXTH REPORT

Your Committee recommends that it be authorized to sit while the House is sitting, such authority to have effect from Monday, May 9 to Thursday, May 12 inclusive.

Respectfully submitted,

GÉRARD PELLETIER,  
*Chairman.*

*Note: The Fifth and Sixth Reports were concurred in on Monday, May 9, 1966.*

## MINUTES OF PROCEEDINGS

FRIDAY, May 6, 1966.

(19)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.25 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Béchar, Berger, Brand, Cowan, Fairweather, Johnston, Lewis, Mackasey, Macquarrie, McCleave, Pelletier, Prittie, Prud'homme, Sherman—(14).

*Members also present:* Messrs. Allard, Klein, MacDonald (*Prince*), Matheson and Peters.

*In attendance:* Mr. J. Alphonse Ouimet, President, Canadian Broadcasting Corporation and Mr. H. G. Walker, Vice-President and General Manager, Network Broadcasting (English), CBC.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman advised the Committee that Mr. Ouimet requested to be now heard.

After discussion, on motion of Mr. McCleave, seconded by Mr. Sherman,

*Resolved*,—That the Committee now hear Mr. Ouimet.

Mr. Ouimet made a statement in which he reviewed CBC's commitment to public affairs programming generally and to controversial programming specifically. Mr. Ouimet also dealt with the basic differences of principle between management and the "Seven Days" production staff.

The witness was questioned briefly on his statement.

The examination of Mr. Ouimet still continuing, at 10:55 a.m., the Committee adjourned until 8 p.m. on Monday, May 9.

M. Slack,  
*Clerk of the Committee.*





## EVIDENCE

FRIDAY, May 6, 1966.

● (9:25 a.m.)

(Translation)

The CHAIRMAN: The Chairman has been notified of a request that he would like to communicate to you.

(English)

Order, please.

Unless any members have anything to bring up this morning may I say that a request has been made to the Chairman which I wish to communicate to you.

(Translation)

Mr. M. ALLARD: I would like to know whether I am recognized officially as a member of the Committee so that I can know whether I can make motions and have a right to vote here.

The CHAIRMAN: Has the change been moved in the House, Mr. Allard?

Mr. ALLARD: Yesterday afternoon, Mr. Pilon, the government whip told me that I had been put on the list of members of the Broadcasting Committee.

The CHAIRMAN: We will have to check to see whether or not the change was concurred in by the House. We are going to check it now and we will tell you, however you do have the right to ask questions.

(English)

As I said, a request was made by the president of the CBC that he would like, with the consent of the Committee, to be here this morning in precedence over Mr. Walker, whom we could hear next week, in order to complete his testimony. I told the president of the CBC that I would put the request before the Committee this morning, and I would like to hear your views on it at this time.

Mr. LEWIS: What is the reason for the request?

The CHAIRMAN: No specific reasons have been made clear to me. I suppose we could ask Mr. Ouimet for his reasons, if members of the Committee want to know.

Mr. FAIRWEATHER: Mr. Chairman, it would not be possible to finish with either gentleman in the one and a half hours we have this morning.

The CHAIRMAN: Quite surely not.

Mr. SHERMAN: Will the president be able to come back next week?

Mr. J. ALPHONSE OUMET (*President, CBC*): Yes.

Mr. MACDONALD (*Prince*): Mr. Chairman, is there some reason why Mr. Oumet would like to proceed this morning?

The CHAIRMAN: Mr. Oumet, would you like to comment on that?

Mr. OUMET: Yes. Actually, with the permission of the Chair, I would like to make a statement this morning. As you know, I was here all day yesterday and the day before with the expectation of making this statement. The statement was prepared hurriedly, but nevertheless was ready. Also, it was ready in a form for distribution. With the possibilities of leaks in the Corporation I would prefer to make this statement before it goes out as a news story.

Mr. COWAN: Mr. Chairman, is Mr. Walker going to be here this morning?

The CHAIRMAN: Yes, he is here.

Mr. COWAN: Then can we question him this morning. I do not intend to be in Ottawa next Monday or Tuesday. I waited all day yesterday for an opportunity to question Mr. Walker. I think other people should be considered in addition to the executives of the CBC.

Mr. PETERS: I presume, from what the Chairman has said, that all Mr. Oumet wishes to do is make a statement and, other than that, not intervene in the questioning of Mr. Walker. His statement would be merely an intervention in the questioning. Is my understanding correct that he wishes just to make a statement and then we could proceed with the questioning of Mr. Walker?

The CHAIRMAN: Is that the understanding, Mr. Oumet, that you wish to make a statement?

Mr. OUMET: Well, I am in the hands of the Committee in that regard.

The CHAIRMAN: But I am asking, so far as you are concerned, is that you wish?

Mr. OUMET: Yes, if that is agreeable. If it is your wish, questions to me could be postponed until later.

Mr. SHERMAN: Mr. Chairman, as one of those on the list for questioning this morning, would it be all right for Mr. Oumet to be heard during the period of time allotted for my questions, and then if anyone wishes to revert to Mr. Walker it will be their prerogative.

Mr. LEWIS: Mr. Chairman, I do not want to sound difficult but I think what the president—and I say this seriously—gave as the alleged reason is, to me, symptom of the seriousness of the problem we are faced with, and as a member of this Committee I do not think that the reason he gave is dignified enough—and I am using the word “dignified” carefully—to justify changing the order of proceeding this morning.

Would you listen to what the president of one of the most important organizations of the Canadian people has said—and I am almost agitated by the thought of this. He said: I have a statement which I have prepared. I have had copies made of it and because I do not trust my staff—these are not his words but

what he meant—because I am certain my staff is not to be trusted, therefore, this statement will leak and reach the papers, and for that reason I want to make the statement today before it leaks.

Now, Mr. Chairman, I think that is the kind of statement that I, as one member of this Committee, cannot accept as a reason. I am distressed and disappointed that the president of the Corporation should utter this kind of public statement as a reason for making the statement now.

(Translation)

Mr. ALLARD: Mr. Chairman, I would like to protest against what has just been said by the hon. gentleman, whose constituency I cannot recall at this time. We have here this morning with us Mr. Ouimet, the president of the CBC, Mr. Ouimet, who has come here in good faith and has offered to make a statement which we are all anxious to hear. If I can come back later and put questions I fail to see why the hon. gentleman can take such violent objection to this. I think that this is developing a spirit which is creating lack of confidence throughout Canada. I would be in favour of what was proposed on the other side a little while ago that a statement that is made by a man of good faith, a responsible person, should be heard now. Then we can take time to consider that statement. It is important for members in the House as well as in the Committee to reflect and to think over such statements and not to go off like a shot, taking fright over all kinds of details.

(English)

Mr. LEWIS: I did not say we should not hear the statement. I said that I was distressed at the reason the president gave. If the president of the Corporation had said: You will hear the reason when I have given you the statement, or: I think for the benefit of the Corporation it is desirable you should hear it, I would not have raised any objection. But, he said he wants to make the statement this morning because he is afraid there would be a leak to the newspapers, and that distresses me. Is there not enough confidence in the Corporation's staff—

Mr. JOHNSTON: Mr. Chairman, it would seem to me we have an opportunity this morning for the first time in this Committee, to hear something first hand, and perhaps we should not allow the opportunity to pass. We always come with our information from the press and from other sources to this Committee and I think in this rather unusual situation we should hear Mr. Ouimet's statement this morning.

Mr. LEWIS: Well, Mr. Chairman, I have made myself clear on this point.

Mr. MACKASEY: Mr. Chairman, I have to object to Mr. Lewis' statement about Mr. Ouimet's fear of a leak. I do not very often disagree with Mr. Lewis but I feel I should on this occasion. I can assure the Committee, as the former chairman of our caucus, that leaks are inevitable. Nothing went on in Mr. Lewis' N.D.P. caucus last week that we are not aware of. Those are the facts of life, and I think Mr. Ouimet is justified in wanting to make certain we do not all come back here on Monday accusing him of having leaked to the press the statement before the Committee is made directly familiar with it by him. I do not think Mr. Lewis' observations have any bearing on the issue before us.



Mr. COWAN: Mr. Chairman, would you ask the press corps if they already have the statement?

The CHAIRMAN: I do not think I will make such a query.

Mr. McCLEAVE: Mr. Chairman, I move that we hear Mr. Ouimet's statement now.

Mr. SHERMAN: I second the motion.

The CHAIRMAN: It has been moved by Mr. McCleave and seconded by Mr. Sherman that we hear Mr. Ouimet's statement now.

Motion agreed to.

(Translation)

Mr. OUIMET: Mr. Chairman, gentlemen, at the outset, I would like to thank you for the privilege extended to me in such extraordinary circumstances of expressing the views of the Corporation on a subject which has been exercising public opinion for some time now. I will be very happy to answer in French those questions that will be put to me in French but generally speaking I do intend to deal in English with the subject which is under discussion at this time because "Seven Days" is an English network programme and also because the discussions we have had within the CBC on the subject within the last few weeks have obviously been carried out in English.

(English)

Mr. Chairman, gentlemen:

Before answering your questions, I appreciate very much this opportunity to make a statement. It is longer than I would have liked but the broadcast service of nearly 20,000,000 Canadians is at stake. I intend to bring out clearly two issues that have really not been covered yet.

The first point is the Corporation's commitment to public affairs programming generally and to controversial programming specifically.

The second point I want to develop will cover the fundamental causes for the extraordinary situation in which we find ourselves today. These causes all have to do with "Seven Days" and spring from fundamental differences of opinion or philosophy between the Corporation and our "Seven Days" people on four basic questions:

1. The Corporation's policies and responsibilities in the area of public affairs programming.
2. The journalistic ethics which should govern the methods used to get program material.
3. The degree of autonomy the Corporation is prepared to grant "Seven Days" and other public affairs programs of a controversial nature.



4. The continuing challenge to Corporation authority by "Seven Days" since its inception, culminating in the unprecedented behaviour of its principals during the last three weeks, both within and without the Corporation. I do not refer to their testimony before this Committee which is an entirely different matter.

This fourth point is a consequence of conflicting viewpoints on the first three.

In brief, there are between the Corporation and "Seven Days" basic differences about:

- (a) Program policy
- (b) Journalistic ethics
- (c) Program autonomy.—I am not talking here about "freedom of expression" about which I will speak later and which is a red herring in the present situation.

As a consequence of these three differences there is a challenge of principles, policies, authority and accountability.

Before I go further, may I say how distasteful I find it to have to say things before the Committee and, therefore, publicly, which will be directly or indirectly critical of my staff. I have never done this before but, in view of what is at stake, I have no choice—and, I think you will agree with me on this.

When I speak of "the Corporation" in my statement, I use the word in its legal sense as defined in the Broadcasting Act, which states in Section 22 that:

There shall be a corporation to be known as the Canadian Broadcasting Corporation consisting of a president, a vice-president and nine other directors to be appointed by the Governor in Council.

It is the Corporation as so defined that has the responsibility of operating the national service and which must account for that trusteeship.

In spite of the analysis I must make of "Seven Days" and of some of its people, let me stress from the start that it has been a remarkable development, one which has given considerable pride to the Corporation in many important respects, including the degree to which it has succeeded in capturing a wide following. For two years, we have bent every effort to preserve the strong and best features of "Seven Days". We have tried to exclude those items which lie beyond the bounds of good taste and the perimeters of Corporation policy.

#### The CBC Commitment to Public Affairs Programming

To my mind, one of the most serious charges made before this Committee, and it has been made in various forms by previous "Seven Days" witnesses, is that the management of CBC is not really committed to the principles of public affairs programming—that, at the best, it pays lip service to them, but that in reality it only wants the kind of public affairs programming that doesn't cause trouble. What it really wants, the charge goes, is a quiet life, a boat that nobody rocks.

Along with this goes the claim that it is the production people alone who have the courage of CBC's convictions, who keep courageous programming alive, and who do it in spite of Management's indifference or even outright opposition.

I deny both these claims firmly and categorically. I reject the assumption that production people, through management's default, have become sole keepers of the conscience of the Corporation and, so, guardians of its ideals.

However, mere details is not enough. Let me substantiate my statement by referring to those CBC program policy directives which have special relevance to public affairs broadcasting. I am tabling these with you today.

All of these policies imply that the CBC has an obligation to involve itself in broadcasts that raise complicated problems for the broadcaster. Several of them deal specifically with broadcasts of a controversial nature. They deal with such subjects as The Handling of Controversy on Magazine and Opinion Broadcasts, Political and Controversial Broadcasting, The Host and Program Personalities, Broadcast Appearance by Political Candidates and The Handling of Satire.

● (9:45 a.m.)

These policies have been framed in the expectation that the CBC is going to grapple with difficult problems, not avoid them. Here, for instance, is the opening paragraph of the policy directive dealing with Controversy on Interview and Magazine Programs:

It is the policy of the Corporation to include in its schedules some programs which deal with people and questions which are associated with the political and social controversies of the day. This policy is one facet of CBC's responsibility to inform its listeners and viewers on matters of current interest and significance.

While policy is based on operating experience and needs and develops at various levels, the point I want to make about these policies and the commitment to forthright public affairs programming which underlies them is that they were not imposed on a reluctant management by creative people in the Corporation. They were drafted at management's direction, and sometimes at that of the board of directors of the Corporation, to make clear to all concerned in the Corporation how the principles of public service broadcasting should be applied to particular situations.

The concern for free speech which is such an important element in the present controversy is not something new in the CBC. As early as 1937, Mr. Leonard Brockington, then the Corporation's chairman, said:

We believe that radio speech should be forthright, provocative and stimulating, that censorship is undesirable and perhaps impossible beyond the limits of decency and the minor and necessary prohibition which we have fixed in our regulations. "We are opposed to, and shall resist, any attempt to regiment opinion and to throttle freedom of utterance."

This is still the policy of the Corporation today, the policy to which I am dedicated.

The policies of the CBC dealing with free speech and controversy were articulated quite clearly by the CBC board of governors about 20 years ago, and their written statement has since formed the basis of the policy adopted by BBG on the subject. Corporation policies and practices in the whole area of public affairs programming were reviewed and re-affirmed by our board of directors in 1959 and the present Board requested a further review and updating this year. This review was to take place when the Board met in Halifax, two weeks ago, but the "Seven Days" crisis occupied our time instead.

Your memories will tell you and the record will show that the CBC has always been criticized by articulate groups several times a season for presenting unconventional points of view, for challenging accepted ways of thinking, for offending one group or another—in other words, for practising what it preaches about free speech. This was true in the days of radio and has continued to be true since the advent of television. The "Seven Days" group is not the first to test the limits of prevailing thought and taste.

Not every case of controversy that has occurred was necessary, but many were. Management was involved in them, of course. Sometimes, it approved what had been broadcast or was to be broadcast, as for example in the case of "Open Grave" or the Rockwell interview, and sometimes management did not. But it accepted this sort of friction, of public criticism about its programs as a part of life. Controversy always calls for responsible supervision and careful examination, but it is an inescapable part of CBC's role.

I have been general manager or president of CBC for 14 years, since 1952. Every year some of the critics and some of the public have said that the CBC was about to lose or had already lost its integrity, its ideals and its courage. Yet, in each of these years the CBC produced series of programs that won respect and admiration for their courage and honesty.

Those who say again today that the outcome of the present controversy between the Corporation and "Seven Days" will determine the fate of freedom and courage in CBC broadcasting are dragging a red herring to divert attention from the basic issue, which can be summed up in a simple question: How far can the Corporation compromise its integrity and the integrity of the information it provides to the public in order to soup up the impact of one of its public affairs programs?

This has been the long view of controversy taken by the Corporation and its management. Let me look at the same thing in relation to *This Hour* and *Seven Days*. The program has been on the air for two seasons. With the great majority of the program's output as Mr. Walker has already said management has been in full accord. However, management has disagreed with some of the things it has done or attempted, and this is part of the reason why we are all here today.

Not all of the items with which management agreed have been of the "quiet-life", "don't-rock-the-boat kind". Do you recall the Rockwell interview, the documentaries on the pill, on natural childbirth, the major feature on



automobile safety, the examination of Dr. Marcoux's allegations, the Truscott case, capital punishment, and I do not know how many others?

I put forward these facts to refute specifically the charge that the Corporation harbours sinister intentions with respect to public affairs programming generally and to "Seven Days" in particular.

That it is waging a campaign to emasculate the program, I deny.

That it wants some changes, I agree.

That it will insist on a greater sense of responsibility from "Seven Days" than it has been getting to date, I agree.

That these changes are inspired by cravenness on management's part, I deny.

My position in a nutshell is that CBC's record over the years with respect to broadcasting that requires courage and willingness to stand up to pressure has been good and, further, that that record belongs to the whole Corporation—not just one department. Moreover, an objective examination of the record does not justify the prophecy of a turn for the worse next season.

There is an amusing point to bring out in this connection. You will recall that one of the "Seven Days" witnesses—I do not remember whether it was Mr. Leiterman or Mr. Haggan—mentioned that the Corporation took the "tough line"—I believe this is what he called it—in November 1965, following my reappointment as president. He stated further that after that time he had no choice but to submit and I believe the word was "dishonourably"—to management directives in order to keep the program on the air. You might imagine that with management's timorous hand holding the reins as it had never done before—according to this witness—the popularity of "Seven Days" would have rapidly declined. In fact, the opposite has happened. The audience for "Seven Days" has increased steadily since last November when it is alleged a tough line was taken by management. There is a saying in French—actually I think it was Malebranche who said it—I do not know how to translate it so I will give it to you in French and I hope the translators will do justice to it—that "l'imagination est la folle du logis". This was 300 years ago. I can see his judgment is still valid today.

(Translation)

"Imagination", said Malebranche, "is the resident mad woman" that was said 300 years ago.

(English)

In refuting a charge that has been widely made, I have given a great deal of emphasis to controversial broadcasting. Remember, however, that controversy is not what the CBC is all about. It is not the be-all and end-all of our existence. Only a part of our total public affairs output is likely to be controversial and public affairs on the English network is only one part of our whole week-in week-out programming schedule. And there is also the French network that we have not talked about.



So, while nailing management's colours to the mast on the subject of controversy, I do not want it to assume an exaggerated importance in the CBC scheme of things.

Now let me come to the basic differences of principle between the corporation and "Seven Days".

They are at the root of the continuing tension between management and the "Seven Days" production staff which have resulted in the present situation. Given the different responsibilities of the two groups, some difference of attitude about the limits of editorial and repertorial freedom is inevitable and desirable.

The differences that can arise over the application of public affairs policy can be very subtle or rather obvious. However, they are important and I would like to deal with two or three of the principal ones as applied to "Seven Days."

First, there is the relationship of CBC, as a publicly-owned information medium, to public opinion. That relationship raises the question: should the Corporation try to lead, form or direct this public opinion or should it preserve studious neutrality, presenting various issues as completely as possible and leaving the public to choose?

It has always been CBC policy to adopt the course of freedom of choice for the public. This attitude is expressed in the statement that "the CBC has no point of view" in controversial matters. The board and management of the Corporation have always taken this position and it is the position we take now. It is of first importance that the CBC provide a platform which others can use to influence public opinion, but it must not mount that platform itself.

It is the Corporation's view that the CBC was not brought into being to instigate or stimulate particular social changes. It was intended to use the communications techniques of broadcasting to help the Canadian people make their own choices about what their future should be. It presents and interprets significant events in Canada and the world at large, but it advocates no view. It must serve public opinion; it must not directly mould it.

Our experience with "Seven Days" indicates that its people do not agree with the Corporation's views. Too often in past programs they have paid only lip service to the principles involved.

I know further, having talked myself to Messrs. Leiterman and Watson, that even on the question of principles they take a much less rigorously detached view than that I have expressed here. Mr. Watson has implied in his testimony that CBC should on occasion lead public opinion. His co-host, Mr. LaPierre, has stated several times recently that he believes it is quite proper for him to express his opinions on the air. In management's view it is quite improper to do this, having in mind his identification in the public mind with the CBC as co-host of the program.

Coupled with the idea of impartiality and objectivity in dealing with controversial matters is the idea of fairness in reporting and commenting. Admittedly, absolute fairness may be an unrealizable ideal, but it is one to which the CBC has traditionally dedicated itself as fully as human fallibility and the limitations of broadcasting allow. In this I am not suggesting that "Seven

Days" has chosen to be unfair in its reporting or commenting. What I am suggesting is that the techniques of television journalism—of editing, cutting, contrasting and interpolating—may sometimes be at variance with the kind of fairness of which I speak.

This is particularly true for a program such as "Seven Days" which has sought to create a new kind of TV journalism in which the technical possibilities of the medium are exploited to their utmost. I think that some of these techniques are in potential conflict with complete fairness to the persons or events that may be the subject matter of the program.

We think it can be done without having actually the conflict. This has been one of the sources of management concern about "Seven Days". The dynamics of the medium are such that there is a temptation to use the program content to serve the purposes of television journalism. I believe that wherever it occurs this is utterly wrong and that in the area of information the techniques of TV, or of any other communications medium, must always be subordinated to the material being treated.

Let me give some examples. The aggressive, abrasive, tough interviewer may make for lively television, but if he inhibits or intimidates the person interviewed so that the latter cannot express his views adequately, or if he expresses his own attitudes and forces the interviewee to react to them, then the interview is being used for the interviewer's purposes—TV then dominates its material instead of serving it.

Again, if a long, filmed interview with a public figure is edited to a few minutes in length for broadcast, what results may be livelier, more dramatic and better "television", but it may also be over-simplified to the point of inaccuracy and, thus, a less honest job of reporting may be done.

Again, when television handles news or current affairs or documentary subjects in such a way as to create an over-all emotional climate and impact on the viewer, it is open to the charge of one-sided reporting, of unfairness and, in effect, of presenting its audience with a judgment rather than an objective report.

● (10:05 a.m.)

These are a few of the problems and questions which are raised by what has been called "adventurous" TV journalism and which underlie some of Management's reservations about Seven Days. The program is highly successful and very popular. It has, therefore, very great power. While both Management and producers are concerned that this power be used carefully, Management's concern on this score is considerably greater than that of the present producers of Seven Days. The result has been tension between the two.

It is the Corporation's view that Seven Days is a means, not an end. A public affairs program like Wayne & Shuster is an end in itself. A public affairs program is always a means to the end of an informed public opinion. This has always been CBC policy. The idea I am expressing was captured neatly the other day in a newspaper article which suggested that the public would have to decide if Seven Days is a public affairs program or a TV "happening".

and a "happening" can be defined as a far-out exercise in non-conformity. In the view of the Corporation, Seven Days is a public affairs program, and belongs to the public affairs department of the CBC and not the variety department.

One of the objectives of public affairs broadcasting is to develop the TV medium as an instrument of communication "by continual experimentation and innovation in public affairs programming". There is a difference of opinion between Management and Seven Days about what this statement means in practice. To Management the phrase "continual experimentation and innovation" is meant to apply to techniques of production and presentation, rather than to the field of good taste. However, it appears some of our Seven Days production people have a different view.

Mr. BRAND: Could you read that sentence again?

Mr. OUMET: "However, it appears some of our 'Seven Days' production people have a different view."

Mr. BRAND: I meant about the "good taste"—that whole sentence.

Mr. OUMET: "To management the phrase 'continual experimentation and innovation' is meant to apply to techniques of production and presentation, rather than to the field of good taste".

I can give an example. For instance, the filming of the bare-breasted, silicone inflated go-go dancer on Seven Days was an innovation, a venture into subject matter which hitherto CBC television, as a matter of policy, had not known.

The Corporation is quite aware that we are all living in a rapidly changing social and moral climate. Things are spoken, written and shown today—and on CBC—which would have been unthinkable a decade ago. However, the CBC must never forget the relation between television and the viewer in the privacy of his home and family situation.

We must deal with what is called the new morality—but not to excess and not in a spirit of licence under the guise of freedom. There must be a continued respect for the ethics, morals and standards of millions of Canadians.

There are other areas of disagreement between Management and the Seven Days production group to which I want to refer before concluding this review of policy and principles. One concerns the category of program items which I have somewhere described—and Mr. Walker also used the same word—"sleazy". Perhaps "meretricious" would be a better word. What I have in mind here are the items on the program which appear to be chosen for their capacity to shock or titillate the audience, rather than for their inherent importance. The items I mean are often "sexy" in character, but not always. They are used to contrast with the more substantial and serious items and also to serve as a come-on, as bait, as a sugar-coating to make the public affairs "medicine" more palatable. We agree that it is a good technique, but within certain limits. Management is opposed to such items when they offend against good taste or when they imply a fundamentally low view of the audience we serve.

In this connection, I should mention that some two or three months ago I made a general review of the appreciation indices of all the various items that



had been presented by Seven Days. I recall that in most instances the public's appreciation was lowest for those very items which senior management had judged as sexy, sleazy or badly done.

The other major area of disagreement between the Corporation and its Seven Days unit is very serious and fundamental. It concerns the methods sometimes used by Seven Days to get program material. These have sometimes involved deceit, misrepresentation, invasion of privacy, and possibly the simulation of actual situations. In the Corporation's view, these methods are not excusable. Let me give a few illustrations of what I mean. You have heard of some of these, but I think it is worth repeating them for the sake of continuity in this test.

One is the case of Fred Fawcett, inmate of the provincial hospital at Pentanguishene. There was a question here of whether Mr. Fawcett should have been incarcerated. Seven Days sent a camera crew with the man's sister to visit him. It was normal for her to bring relatives and other people along on her regular visits. There were three Seven Days people, together with equipment which was carried in picnic baskets. The guards assumed that they were relatives. The filmed interview was done inside—this was a very good interview I must say; but this is not the point. The fact of non-identification as CBC staff and the concealment of the camera equipment were the objectionable aspects so far as the Corporation is concerned.

The Sévigny incident—When it was rumoured that Mr. Sévigny was involved in the Munsinger affair Seven Days sent a camera crew to his home in Montreal who set up their cameras and lighting equipment on Mr. Sévigny's property, turned on the lights, and then they rang the doorbell. The intention was for the camera to act as a reporter when Mr. Sévigny appeared. The objectionable aspect here was the intention to confront and question, with the camera rolling, without permission on private property. In this instance, the reporter was hit over the head by Mr. Sévigny with his cane and the item was turned down for broadcast because it constituted an invasion of privacy.

Another example was the proposed "Document" program on youth. This incident has already been widely reported in the press. Because we have asked the RCMP to investigate this whole question I do not think I should say very much now other than to state that the incident had already reflected adversely on the Corporation.

All of these methods in the long run—the accumulation of all of these methods—are very bad for the Corporation's reputation. It may be good programming, but in the long run I do not know what it would do to the CBC.

The argument has been made to me by Messrs. Leiterman and Watson that the Seven Days must have wide latitude in the techniques of collecting program material if it is not to be outstripped in the coverage of events by some newspapers. It may well be that Seven Days will be scooped on occasion if it avoids such practices. If so, the Corporation is prepared to accept this handicap in its news programs as well as in public affairs. It is the view of Management that such tactics are unethical and, as such, unacceptable. This view is full



supported by the CBC Board of Directors which at its last meeting in Halifax, just two weeks ago passed the following resolution, and I would like to read it to you:

That the President, if the occasion arises in testifying before the Parliamentary Committee or elsewhere, make clear that the Board of Directors of the CBC supports the long-standing policies of the Corporation with respect to fairness and objectivity and the avoidance of bias and partisanship in all program areas, but particularly in that of News and Public Affairs, and that it does not condone under any circumstances the deliberate use of deceit or misrepresentation in obtaining and presenting program material.

What I have said about the two different attitudes that exist in the Corporation about public affairs programming leads me to my third and major point: the question of how much autonomy the Corporation is prepared to grant to the producers of Seven Days and other public affairs programs of a controversial nature, although I do not know that at this time there is a problem about other programs. This is a key feature of the present controversy.

For obvious reasons no program unit, no department in the area of programming or otherwise, can be given complete autonomy by the Corporation.

There is and must be considerable delegation to all departments—with corresponding accountability, I must add—and this is for two reasons. First, because it is a principle of good organization that decisions must be made as near as possible to the point of execution. Second, because in a highly complex operation such as the CBC's, where the product consists of an extremely large number of custom-produced units, it is not possible to operate on any other basis than very extensive delegation.

But there are limits to this delegation. It has been suggested to me by Mr. Eiterman, that when there is a conflict of opinion about program matters between Management and program staff which cannot be resolved through discussion, the view of program staff should prevail, because he alleges that Management does not know anything about programming.

I cannot accept this view because it would take away from the Corporation the power of decision which must accompany the final responsibility which the Board imposes on Board and Management for everything that the Corporation does. Furthermore, if our producers were to be preoccupied with the long-term implications and the Corporation-wide repercussion of their ideas, they would be less effective as producers.

I do not believe that ultimate program authority in the CBC should rest with the producers or the program departments—wide though their authority should be. However, I must go even further than that and state my belief that people involved in the production of programs of a controversial nature should have less autonomy than those involved in non-controversial programs.

Within CBC this does not mean over-restriction. CBC public affairs producers already enjoy as much or more freedom than their counterparts in any other broadcasting system that we know of.

This opening statement requires a fourth and final point. There is my very grave concern, which is fully shared by my fellow-Directors, about the way the Seven Days production group has challenged Management authority. The challenge has been a continuing one almost since the inception of the program and it has culminated in the unprecedented behaviour of the Seven Days principals, both inside and outside the CBC, over the last three weeks.

There is a natural state of healthy tension which is unavoidable, and even necessary, in an organization like the CBC. However, those most concerned in the production of Seven Days have gone far beyond this in such a way as to offer what I have called a continuing challenge to Management authority. I am referring here particularly to Mr. Leiterman and Mr. Watson. But the attitude toward Management which they initiated and the challenge to Management which they offered have now been supported by Mr. Haggan, the General Supervisor of Public Affairs. He has placed himself in an impossible situation.

The challenge of which I speak has expressed itself in several ways. First the Seven Days producers have consistently resisted the observance of CBC policy when this was at variance with their objectives for the program. In fact they appeared to consider Seven Days as an entity operating outside the Corporation and its requirements.

Second, they have resisted the coordination of their own program operations in any degree with those of other CBC departments. Specifically, and on the basis of their record, they appeared to regard Seven Days as an independent news-covering organization, ready to compete with the Corporation's established News Service.

Third, they developed Seven Days as a little empire within CBC, an organization within an organization. Seven Days is in the Corporation, but not really of it. They conducted their own public relations. In short, they have conducted a free-wheeling operation and used the CBC as a weekly launchpad for their program.

They have been highly successful and I am quite aware that the success Seven Days has reflected on the Corporation. However, the attitudes and behavior which I have described constituted a virtually insoluble problem for Management—especially as we now know they were shared by the General Supervisor.

● (10:25 a.m.)

It was the unwillingness of "Seven Days" to function within the framework of corporate policy and operating conditions that led management to decide upon Mr. Watson's removal as a co-host of the program. In management's view Mr. Watson and Mr. Leiterman had to be separated; together fortified by their on-air success, they had become a power unto themselves.

This was the general situation up until the controversy erupted in mid-April. Since then the behaviour of Messrs. Watson and Leiterman and of some of the people associated with "Seven Days", can only be construed as open defiance of Corporation authority. I am not speaking here of the support which "Seven Days" and its producers received these last three weeks from outside the CBC.

It would be improper and, indeed, futile for me to criticize this. I am referring only to the press statements, the broadcast appearances and the ultimatums in which the management of the CBC has been defied and attacked. There is no reason why I or any other person in a public position should not be torn to shreds in the mass media by those who oppose his policies or his actions. However, it is almost unheard of for employees, while still employed, to challenge publicly the management and policies of their organization. Resignation normally precedes such action.

I know of no precedent for the challenge to corporate authority which we are now witnessing. I do not, for a moment, suggest that the management of the CBC shouldn't be publicly challenged and criticized. Press and public have the right to do this and Parliament preeminently has the right. But I submit that it is utterly wrong for employees to do it.

It is an illuminating commentary on the conditions under which the CBC operates that a group of employees has been able, these last three weeks, to challenge corporate authority in a way that would not be tolerated in private enterprise for one minute. As I have said, I know of no precedent in Canada or elsewhere for this challenge to corporate authority by employees who at the same time have continued to use the facilities and the financial resources of the organization they were challenging and, in so doing, have continued to enjoy their chosen work and to increase their public reputation.

Conclusion

I have had to speak at some length of important and complicated matters. Even so, I realize that I have run the risk of over-simplifying a very complicated problem. In trying to isolate and contrast the points of view of CBC management and the "Seven Days" producers, I have perhaps suggested the distinction between news and opinion, between public affairs and entertainment, is clearer than it is when applied to television programs.

It is important for the democratic process that the public should be able to know when they are being offered news and when opinion. It is important for an honest relationship between the broadcaster and his audience that the former should know whether his program is entertainment, and thus an end in itself, or public affairs, and thus a means to an end, or whether it is a mixture of the two. If it is a mixture, he should try to control the mixture so that the two elements are distinguishable and in the right proportions.

But, and this is my point, the nature of television journalism is such that these distinctions are easily blurred. The medium is so dynamic, it can convey information and impressions and suggestion with such ease and rapidity, that it is very hard for the producer to control his program's impact on the audience. A raised eyebrow, a smile, an intonation, a reaction between two personalities before the camera, a particular piece of film—all these can have an effect different from what the producer intended.

Television is so plastic, so flexible, so much in a process of evolution, so much still a thing of the future, that it almost invites these mutations. Yet the social consequences of television, as we already know it and as it may become, are so important that those engaged in T.V. broadcasting must never forget



their responsibility. Even with the best will in the world, it is sometimes hard to make distinctions about what is happening on the T.V. screen. Yet, such distinctions must be made if the broadcaster is to control the medium in which he is working. Otherwise, it will control him and his audience, and this must never be allowed to happen.

Mr. Chairman and gentlemen, I have finished. The matter is now in your hands. What you have before you is much more important than the future of any individual.

Some hon. MEMBERS: Hear, hear.

Mr. OUIMET: It is much more important than the future of This Hour Has Seven Days. It is whether CBC programming in the area of public affairs, the area that most closely touches the whole process of political and social change in Canada, will be conducted according to the principles and policies set by the Corporation's directors and management, or according to the ideas implicit in certain aspects of This Hour Has Seven Days.

Thank you Mr. Chairman.

Mr. MACDONALD (*Prince*): Mr. Chairman, in view of the fact that this was a lengthy statement and because it has to go through the regular channels it will not be printed for some time—

The CHAIRMAN: If I may interrupt you, Mr. MacDonald, we have copies, which will be distributed presently to the members.

Is it the intention of members of the Committee to use the remaining 13 minutes of this sitting to question the president or is it your wish to revert to the preceding witness?

● (10:30 a.m.)

(Translation)

Mr. ALLARD: I understand that Mr. Ouimet has copies of the statement. Are there any French copies?

Mr. OUIMET: I do not know whether the French copies are already ready or not, but I do know that they were being translated. However, I could ask Mr. McDonald.

(English)

This was finished yesterday; the translation has been started and will be ready on Monday. We always provide copies in both languages.

Mr. SHERMAN: Mr. Chairman, I was going to ask whether we will be permitted now to ask the president one or two questions in the short time remaining?

The CHAIRMAN: Is it the desire of the Committee that we should go with the list as it stands now?

Mr. BRAND: In all fairness to those who have made statements regarding the questioning of Mr. Walker I think they should have this time rather than



proceeding with Mr. Ouimet now. Mr. Chairman, this is a very lengthy document, which requires a little digestion and at this hour in the morning it is rather difficult to digest too much.

The CHAIRMAN: Would members of the Committee prefer to revert now to questioning of Mr. Walker or wait until Monday to do this?

Mr. SHERMAN: Mr. Chairman, there are one or two very obvious questions that come to my mind which, perhaps, some members would like to have answered before the weekend.

The CHAIRMAN: It is difficult for the Chair to decide what to do on the positions that have been taken because it seems to me there are two views about what we should do. We might just use the remaining time discussing these two views. Would someone make a motion?

Mr. PETERS: Mr. Chairman, as I am the one that is first on the list I would be happy to waive my position provided the list stays the same way, and if there are a few short questions perhaps they could be asked, without bothering about the list for the time being.

The CHAIRMAN: Is it agreed that we use the remaining time putting questions to Mr. Ouimet?

Some hon. MEMBERS: Agreed.

Mr. BRAND: So long as you do not use that list.

Some hon. MEMBERS: Agreed.

The CHAIRMAN: Is it agreed that we do not use the list?

Some hon. MEMBERS: Agreed.

Mr. COWAN: As I stated, I was going to ask Mr. Walker some questions this morning, but there is very little time left. I thank Mr. Ouimet for leaving us time to adjourn. That was not a statement, that was an address.

Mr. SHERMAN: Mr. Chairman, I have a question but it is not my wish to impose my will on the remainder of the Committee. I have an obvious question arising out of Mr. Ouimet's statement, to which I would like an answer today. I would prefer not to wait until Monday to put my question but, on the other hand, I do not intend to impose my will on the rest of the members of the Committee.

Some hon. MEMBERS: Ask it.

The CHAIRMAN: Do I have unanimous consent now to proceed with questions to Mr. Ouimet?

Some hon. MEMBERS: Agreed.

The CHAIRMAN: If there are no comments, would you proceed, Mr. Sherman.

Mr. SHERMAN: First of all, I thank the Committee for the opportunity of putting my questions.

Mr. Ouimet, do we infer from your statement and the remarks about comments made in this Committee by members of the CBC staff that Mr. Reeves Haggan has cost himself his job because of the remarks he made before this Committee this week?

Mr. OUIMET: I was very careful not to refer to comments made before this Committee. As a matter of fact, if you will recall, early in my statement I said that I was not referring to anything which was said before this Committee, which was another matter. That is the word I used. I referred to statements which have been made outside this Committee and to attitudes that we now know which we did not know three weeks ago.

Mr. SHERMAN: But, you said his position was impossible as a result of what he had said, whether it was before this Committee or before other quasi-official discussion groups.

Mr. OUIMET: I think any responsible organization, faced with the same situation as we have now would make the same statement as I have made, that employees who are in open defiance of the authority of the Corporation for which they work place themselves in an impossible position. Let me add that although I think the act and certainly the bylaws give me the authority to deal with personnel matters, this whole question is so important that I would not deal with it myself but would refer it to the board as a whole.

Mr. SHERMAN: Well, sir, to my knowledge Mr. Haggan has not made the statement outside this Committee room that he made in this Committee room wherein he said, in his opinion, his immediate superior, Mr. Walker, does not know anything about programming and that he has never, in his experience, found any line of communication between that level of the CBC and his.

Mr. OUIMET: Mr. Haggan, in his outside comments or statements or activities has indicated clearly that he was part of the "Seven Days", what I have called, open defiance.

Mr. MACKASEY: Mr. Chairman, I have a supplementary question. I had taken a little note and, without referring to your statement I believe you used the expression—and correct me if I am wrong—in referring to Mr. Haggan: "We now know". Does this imply that before this statement, which was obviously made in the last few days, was made, you had no reason at all to suspect or presume that Mr. Haggan did not share management's side of it? You used the expression: "We now know".

Mr. OUIMET: It is a question of knowledge now.

Mr. MACKASEY: It was not before? You had no indication?

Mr. OUIMET: Before it might have been a conjecture but now it is knowledge.

Mr. MACDONALD (*Prince*): Then, you made this statement as a result of testimony given here?

(*Translation*)

Mr. PRUD'HOMME: I thought that Mr. Sherman was speaking.

The CHAIRMAN: We have always authorized one supplementary question.

(English)

Mr. SHERMAN: Well, Mr. Ouimet, could you state categorically yes or no whether, in your view, Mr. Haggan is now finished with the CBC?

Mr. OUIMET: I am in the position of a man with a board to which he reports, and until this is discussed with my board, on which I have a vote, I cannot tell you what the decision will be.

Mr. LEWIS: Are you not chairman of the board?

Mr. OUIMET: I chair the board meetings.

Mr. FAIRWEATHER: Will his future be placed before the board?

Mr. OUIMET: I think the whole situation will have to be studied very carefully by the board. You would not expect anything else in view of its responsibility to Parliament for the conduct of the affairs of the Corporation.

Mr. BRAND: But, surely you have authority to hire and fire.

Mr. OUIMET: What did you say?

Mr. BRAND: Surely you have authority to hire or fire.

Mr. OUIMET: I have the authority to hire or fire.

Mr. BRAND: Well, are you going to fire?

Mr. OUIMET: I, personally have the authority to hire or fire but in cases which involve the Corporation—how should I say it—in an over-all situation, as we have now, I would not make that decision myself alone, and I think that any resident of any corporation would agree with me, that this is a wise course to take.

The CHAIRMAN: I hope the Committee will pardon the Chair for this intervention, but even though we have very little time left I do not think that this should take the form of a sprint, with everyone running at the same time. Are you finished with your questions, Mr. Sherman?

Mr. SHERMAN: Mr. Chairman, I yield the floor and thank the Committee for the opportunity I have had.

Mr. LEWIS: I have a question for Mr. Ouimet. But, I may say before I pose the question that the nature of the statement the president made was itself reason enough for his wanting to make it before the inquiry went much longer, and I just regret the reason he gave rather than the fact that he wanted to make this statement.

As a result of this statement, sir, do I get the impression that there are now on the line the jobs of the general supervisor of public affairs, probably the job of the supervisor on "Seven Days"; probably the job of the executive producer of "Seven Days"? And, I would like to ask—

Mr. MACDONALD (Prince): The vice president of public affairs.



Mr. LEWIS: —Mr. Ouimet whether he thinks—and I want to know, and I am sure all other members do—if the corporation now goes into wholesale firing of some of the people who have carried some share in the successful programming of public affairs in the past whether that sort of wholesale firing or discipline is likely to do the Corporation good?

Mr. OUIMET: Mr. Lewis, you are asking me a hypothetical question.

Mr. LEWIS: No, I am not.

Mr. OUIMET: You are saying: If there is this and if there is that. I have not stated that there would be wholesale firing or anything like this; I simply said that there has been an obvious case of open defiance and that a particular person has placed himself in an impossible situation. And, I have already added to this in answer to questions, that the whole thing would have to be studied by the Corporation, which has the responsibility to decide on such things. So, I am not going to answer by saying yes or no.

Mr. PETERS: I have a supplementary question. Is it not your intention to wait until this Committee makes a decision before you take this step?

Mr. OUIMET: This is one of the things we will have to consider.

Mr. PETERS: It had sure better be. This is a threat, dictatorship.

Mr. MACKASEY: Mr. Ouimet, you have confirmed these suspicions I expressed to every witness about bias and so on. What has amazed me up to date is that you have portrayed a bleak picture of the background in This Hour has Seven Days which is now apparent to all of us. What intrigues me is that today the only person or persons who were singled out to be dismissed from the program for rectification of these very serious matters seemed to be the most innocent of the group, Mr. LaPierre and Mr. Watson. How could you possibly rectify all these things you have told us about by dismissing the hosts?

● (10:45 a.m.)

Mr. OUIMET: I am glad you are asking this question because it had bothered me all day yesterday when this was coming up. These are two different things entirely. The problem of "Seven Days" in general and what we say about it has nothing to do with the choice of hosts; it has nothing to do with Mr. LaPierre. The question of Mr. LaPierre is a simple one. He has a one-year contract with us as a host, and we think we can find a better man next year. Now, this happens to coincide with these other problems. The case of Mr. Watson is slightly different; he is not being moved because he is not a good host—he is a good host—but for the reason which I told you about, because he is part of a combination that I have described as giving us a lot of difficulty, and we were trying to get it into a manageable form. This is what has happened all the time. You have been discussing here in the Committee—and I am not one to criticize you, I am just making a statement of fact—the case of LaPierre and Watson. I am discussing the case of "Seven Days", which is a great deal more important and the resolution of which will be a lot more portentous in terms of what happens in broadcasting in Canada, than the case of the two hosts.



Mr. LEWIS: I certainly disagree with the president this morning. Mr. Ouimet is wrong when he suggests we have been discussing merely Watson and LaPierre. All the time we have been discussing "Seven Days" and have gone even beyond that. The Chairman has on several occasions made clear to the Committee—and the Chairman will correct me if I am wrong—that this Committee is not sitting as a board of conciliation—I am not using his words—in the case of Watson and LaPierre; we are sitting as a committee looking into certain aspects of the Corporation's operation. Am I not right?

The CHAIRMAN: You are right. It has even been stated in the House in the debate of the motion.

Mr. MACKASEY: I have one last question. As a member of the board of directors, Mr. Ouimet, do you share its sentiments as expressed in the last paragraph of their press release that this Committee's existence complicates your problem?

Mr. OUIMET: I share that sentiment.

Mr. MACKASEY: You feel that we are a superfluous organization?

Mr. OUIMET: Look, the CBC reports to Parliament,—

Mr. MACKASEY: What are we?

Mr. OUIMET: I was going to go further—and reports to Parliament in various ways. One of the ways is through committees of this kind. The only thing the board meant to say—and it did not mean disrespect, as it was taken to mean—was that the job that we had to do, which was to solve this problem, would be made more difficult if while we were trying to solve it there was a platform given for expression of opinion on both sides. This is all that was meant.

Mr. MACKASEY: In other words, despite all the high priced talent that you obviously have at your disposal in preparing press releases it was possible that the press release became ambiguous, and yet this is one of the very charges that has been levelled against Mr. LaPierre, that his opinions are sometimes misunderstood. There is a strong parallel.

Mr. OUIMET: The board will take full responsibility for the statement, and no high priced talent was used in the preparation of it other than the board itself.

#### *Translation)*

Mr. ALLARD: Mr. Ouimet, I listened with a great deal of interest to your statement. And before you come back to the Committee, we will certainly have the opportunity of reflecting on the principles, on the policy of the Corporation. You mentioned this morning—this is just one point which will allow us to reflect on the matter of "Seven Days" a little bit more—you mentioned that the program "Seven Days" had created an empire within the CBC, if I remember correctly. What I want to know is, did this set itself up as an empire at the very outset and if so, why did we wait so long to allow it to take such proportions. Why did you not act before there was a blow up?

Mr. OUIMET: This independent organization developed fairly quickly. The reason why we did not act more expeditiously is simply because "Seven Days" was a program which we wanted to keep. For two years we did everything we could to retain it; we even made all kinds of concessions, and obviously at the present time, when we see what is happening, I think that we must recognize that we have made some mistakes. We should have acted more quickly, even at the risk of losing the program, as you can see. We are very much interested in this program. That was our main purpose. It was an excellent program idea and we still believe it is possible to keep a "Seven Days" in our schedule or another of the "Seven Days" type, which will carry out the same work, but which will not suffer from the same excesses.

The CHAIRMAN: As there are only ten minutes left for members to go to the House, and in view of the fact that we start sitting at eleven—

*(English)*

The Committee will now adjourn and it will be reconvened Monday afternoon after the question period.

Mr. LEWIS: Mr. Chairman, we have had the experience of a Monday reconvening and we did not have a quorum. It has happened too often that everyone, including the press, have been waiting. We had better be certain that we have a quorum on Monday before we decide to meet.

The CHAIRMAN: We have a motion before the House for reduction of the Committee quorum and we will see if it goes through at 2.30.

Mr. MACKASEY: Most of us are travelling Monday morning. Why not hold the meeting after dinner?

Mr. ALLARD: I will only arrive at five o'clock.

The CHAIRMAN: Yes, we had the experience that some of the members were not back in the afternoon.

Mr. MACKASEY: Monday evening would be fine.

The CHAIRMAN: We will meet Monday at eight o'clock.

*(Translation)*

Monday night, eight o'clock.









OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 11

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MONDAY, MAY 9, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESS:

Mr. H. G. Walker, Vice-President and General Manager, Network  
Broadcasting (English), Canadian Broadcasting Corporation.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,	Mr. Grégoire,	Mr. Prittie,
Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Hymmen,	Mr. Prud'homme,
Mr. Béchard,	Mr. Johnston,	Mr. Richard,
Mr. Berger,	Mr. Lewis,	Mr. Sherman,
Mr. Brand,	Mr. Mackasey,	Mr. Stafford,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stanbury,
Mr. Fairweather,	Mr. McCleave,	Mr. Trudeau,
	Mr. Nugent,	<sup>1</sup> Mr. Woolliams—(25).

M. Slack,  
*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. MacDonald (*Prince*) on May 9, 1966.



## ORDERS OF REFERENCE

MONDAY, May 9, 1966.

*Ordered*,—That the name of Mr. MacDonald (*Prince*) be substituted for that of Mr. Woolliams on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

*Ordered*,—That the quorum of the Standing Committee on Broadcasting, Films and Assistance to the Arts be reduced from 13 to 9 members.

*Ordered*,—That the Standing Committee on Broadcasting, Films and Assistance to the Arts be authorized to sit while the House is sitting, such authority to have effect from Monday, May 9 to Thursday, May 12, inclusive.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*



## MINUTES OF PROCEEDINGS

MONDAY, May 9, 1966.

(20)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 8.10 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Béchard, Berger, Brand, Fairweather, Géroire, Johnston, Lewis, MacDonald (*Prince*), Mackasey Macquarrie, McCleave, Nugent, Pelletier, Prittie, Prud'homme, Richard, Stanbury, Trudeau—(19).

*Members also present:* Messrs. Peters and Régimbal.

*In attendance:* Mr. Alphonse Ouimet, President, Canadian Broadcasting Corporation and Mr. H. G. Walker, Vice-President and General Manager, Network Broadcasting (English), CBC.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman tabled ten CBC Program Policies and Regulations referred to in Mr. Ouimet's statement of May 6, copies of which were distributed to the members of the Committee. (*Identified as Exhibit "E".*)

The Committee agreed to recall Mr. Walker and he was further examined on CBC programming policies and CBC staff.

The examination of Mr. Walker being concluded, at 10.05 p.m., the Committee adjourned until 10.00 a.m. on Tuesday, May 10, 1966.

M. Slack,  
*Clerk of the Committee*





## EVIDENCE

MONDAY, May 9, 1966.

*Translation)*  
(8:10 p.m.)

The CHAIRMAN: Before coming back to the witness, I would like to mention that ten sets of documents on the CBC policy insofar as programming is concerned have been tabled, and copies are available to all members of the committee. Should these copies be distributed now? If you want to, we can have them distributed immediately.

*English)*  
I think I should submit to the Committee a choice that it has to make on the order of precedence of witnesses. I could only have a sampling of opinion in the steering committee since we had no formal meeting. A majority of the members of the steering committee suggest that I submit to the Committee a choice between going back to Mr. Walker, if members wish to ask him questions, and then coming back to the president of the CBC. The other course could be to go on with the president of the CBC and then call back Mr. Walker, if members wish to do so. The majority of the steering committee recommend you the first course, that we ask Mr. Walker back, if members feel that they have questions left which they wish to put to him, and then proceed with Mr. Ouimet. Does the Committee accept the first suggestion?

Mr. MACKASEY: Mr. Chairman, may I ask for some information on a point of procedure? I have a request for the tabling of a particular document which may or may not be available. It is known as the president's study group, I believe. It was referred to quite extensively in the Fowler Report. Is it possible to have a copy of it?

The CHAIRMAN: Is this a CBC document? I suppose the request should be put to the president when he appears before us. Do you see any special reason for asking him for this document tonight?

Mr. STANBURY: I put that question to Mr. Walker and he deferred to the president on that subject.

The CHAIRMAN: You can put the request to Mr. Ouimet, Mr. Stanbury.

We have on our list Messrs. Peters, Sherman, Johnston, Fairweather, Lewis, Hud'homme, Matheson and Mackasey. This is an old list which dates back a few days. Have you any questions to ask, Mr. Peters?

Mr. PETERS: Mr. Chairman, the last time that Mr. Walker was before us he mentioned a figure in the contract of Mr. Ross McLean; the figure was \$11,000. I would like to ask what period of time did that cover?

Mr. H. G. WALKER (*Vice President and General Manager, Network Broadcasting, English, CBC*): That would be a period of less than eight months ending around April 20.

Mr. PETERS: Did it involve one program?

Mr. WALKER: No, this involved one documentary—the Kingston Penitentiary documentary—and other items, satire for “Seven Days” and a couple of other items.

Mr. PETERS: Could you give us the figure for the documentary?

Mr. WALKER: I cannot give you an exact figure. I have a total figure which I mentioned in the evidence the other day. The figure would be somewhere around \$7,000 or \$8,000 for the Kingston Penitentiary item.

Mr. PETERS: Is it not true that the contract was for \$3,000?

Mr. WALKER: I have not actually seen the contract. You are speaking of the Kingston Penitentiary documentary? This would not have an over-all contract covering the full development of the idea, the planning of it. It would be a series of probably weekly contracts that would have totalled somewhere around \$7,000 or \$8,000. This would involve editing, research, and so on. There were weekly contracts, not an over-all one. The other items that made up the other total I referred to the other day would be separate contracts for writing a satire for “Seven Days” or perhaps two or three items, or one serious item such as the Truscott case that he developed and was paid for under a separate agreement.

Mr. PETERS: Is it not a fact that you have taken advantage of the situation that developed to report the \$11,000?

Mr. WALKER: No, I am not taking advantage of any situation. The implication was—and it was a very serious implication as far as the Corporation was concerned—that we were blacklisting Mr. McLean. I simply had to illustrate that over a period of something less than eight months we had given him employment which was fairly reasonable employment.

Mr. PETERS: What I am getting at is that there was considerable discussion about this particular employment. For instance, is it not true that he did considerable work for the CBC unit of “Seven Days” in other capacities and that there was a considerable row over this? Was it not considered that while it was not illegal to employ him in this matter it was certainly unethical because the agreement only counted on providing employment for one documentary?

Mr. WALKER: The only way to answer this, and it will be very brief, is that because of the past history of difficulties with Mr. McLean in terms of program ethics there had been very real and proper hesitation to give him continuing employment. Nevertheless, when the proposition for the Kingston Penitentiary item was brought to me I approved it rather quickly in consultation with Mr. Hogg. As I said the other day, it was brought to me first of all by Mr. Haggard and then, in and around this, while presumably working on the Kingston Penitentiary documentary, the “Seven Days” unit provided employment for him. I would not have had reason to challenge this at all.

Mr. PETERS: Could we have a copy of the contract?

Mr. WALKER: As I said, it would be a series of contracts. I do not have them with me. I would like to refer this to the president who could tell you whether

be could provide these contracts, or series of contracts. I do not have them anyway.

Mr. PETERS: It was just pointed out that in the contracts that were filed with this Committee exclusion has been made of the money anyway.

Mr. WALKER: There would be a series of contracts, that is the important thing.

Mr. PETERS: In this matter of the "Seven Days" crew, and certainly in the statement given to us by the president, there is an indication that some of the things that were festering at the producer level were not coming to the attention of the top of the Corporation, the titular head, if I could use the word, or the triangle at the top. Is this within your jurisdiction?

(8:20 p.m.)

Mr. WALKER: The whole English network division is within my jurisdiction. Radio, television, the whole operation of the English network activity is my final responsibility. But I accept that there would be very many situations, I would think, that would not, and were not, brought to my attention, and would not need to be brought to my attention because they were dealt with by the proper people. The first one would be the front line supervisor, Mr. Gauntlett, who dealt on a daily basis with "Seven Days." We appointed him for that purpose to represent management at a first line supervisory level, and then up the line to Mr. Haggan and from there to Mr. Hogg.

Now, many of the problems over the past years have certainly been contained at that level; in fact, very few of them came to me; very few of them should come to me. They would, on some occasions, be dealt with at the very highest level in the division, by Mr. Hogg himself.

Mr. PETERS: One of the problems seems to have been the difficulty of the production people in knowing how far they could go. There has been mentioned the picnic basket episode, and I do not intend to interpret whether that was right or not; but I think that everyone will agree that it is a technique that perhaps should be tried, and if it is not satisfactory, the same as the newspaper approach or the cameras in the Pierre Seigny case, then I would think that management would be in a position to say "Do not do it again." But would you not agree that there should be some protection as a result of having done it at least once?

Mr. WALKER: No, I do not agree with that. I do not agree with the proposition of installing our cameras by subterfuge, or installing our cameras by deception. This is quite improper.

It is quite proper for us to be aggressive in a journalistic way and to do everything possible to obtain material for a program such as "Seven Days", a magazine type of program, but we must not, and will not, stoop to subterfuge or deception. This is quite improper. We just do not accept it and we do not interpret it as part of public affairs programming.

Mr. PETERS: In our questioning of some of the production people it was indicated that none of the programs which we have seen on "Seven Days" was finally rejected by management. In other words, they did not change anything in it and it had approval at least at the level of Mr. Hogg. Is that true?



Mr. WALKER: No, this is not correct, because even Mr. Hogg, at this level in the division would only be concerned, and need only be concerned about the main items—which he made a point of being concerned about—that is, some of the main items each week; but, perhaps more importantly, he expected to have, and very often did, have referred to him matters or items that were of some concern. But there we have the whole key to the problem, and that is not that this line was not used sufficiently—there was not sufficient consultation with Mr. Hogg at the proper time, with sufficient time for him to consider the problems, and in some cases to consult with me, if necessary.

But I must state most clearly that most of the problems were contained and dealt with by Mr. Hogg, and probably many more down below his level.

Mr. PETERS: Is the main fault that developed in this production unit the inability to have people who could make decisions completely familiar with what management's acceptance or rejection would be?

Mr. WALKER: Yes; I think you have put your finger on it. I have said in my evidence on previous days that the problem has been a combination of two or three things; probably one, to challenge the established policies—and there is some evidence to support that—or not to accept them. Then we have the *post facto* problem of having to put out fires after they had put these items on the air, because they were either in poor taste, or against policy, or a subterfuge may have been used in gathering material, and we would then be involved—"we" being all levels of management.

So that there was a problem at some level down there where, over the past two years, there has been an inability to contain the "Seven Days" unit, or, perhaps, to reverse it, and they, in turn, have pressed just too far.

Mr. PETERS: In this *post facto* situation would you say that you reacted to public opinion?

Mr. WALKER: Most certainly, yes.

Mr. PETERS: Why, then, have you not reacted to public opinion in relation to the matter we are discussing, which is the violent and very strong reaction that members of parliament, at least, see in relation to keeping the program as it is? Why have you not reacted to this particular situation?

Mr. WALKER: Nothing I have said so far, that I recall, anyhow, suggests that we do not want this program. That is not so. We do want it; and, therefore, we are most conscious of public interest in it.

The fact that we have made a firm decision on two people associated with it, for the reasons we have expressed—quite honestly, I do not seem to sense that there has been a violent reaction from the public on this particular item alone. The reaction has been most evident in relation to the fear that the program will not be there next year, and I think I would join that.

Mr. PETERS: Is it your view that there is not any way that the public can express their opinions strongly enough to the Corporation for the retention of the two hosts?

Mr. WALKER: Well, that is an opinion you are asking me for. The public has never been very hesitant in expressing its feeling about programs, and pro



programming in general, to the Corporation, through letters, or phone calls, or in other ways, such as through audience research; so I presume that if they feel strongly about this situation we will hear about it, and we have heard to some considerable extent.

But I say, again, that so far as I can observe the great fear seems to be that the program will not be there next year. It is possible that it will not be, but we are doing our darndest to see that it will be.

Mr. PETERS: I would like to point out that I do not want to instigate this type of action, and I am making this point only in respect of the representations that I have received. I understand that there are a number of petitions being circulated. This is not a personal campaign, and I do not expect that Mr. Walker is going to be faced with that.

Mr. JOHNSTON: Mr. Walker, you have said on several occasions that you want good satire to continue as part of "Seven Days." It seems a bit contradictory in the light of some of the comments you have made on the satires that have already been presented.

This goes back to your earlier testimony. You have referred on several occasions to the satire on the Pope's visit. What did you see as the target of that particular satirical sketch?

Mr. WALKER: Well, I do not suppose I could clearly answer to your satisfaction. I just simply say that the occasion of the visit of the Pope was not an occasion to play up this situation in satire form. It was simply, so far as I am concerned, evidence of poor taste, or bad judgment, and this seemed to be supported by the very violent reaction from our public. Therefore, I say that this is an example of very poor satire in that it was in poor taste.

Mr. JOHNSTON: Do you feel that a case could be made for the coverage of this particular event being such as to spoil or reduce the effect of the event, and possibly the satire was on the right target, and it would end up in ridiculing some of the things that were being done in covering this particular event?

Mr. WALKER: Well, I do not know whether I am answering your question correctly, but I think the doing of the satire had no real effect on the importance of this visit and the sort of publicity it received.

But if I may say it again, I think it was in very poor taste to have done the satire.

Mr. JOHNSTON: And when you speak of good satire would you agree that a really good satire would have to be missed by well over 25 per cent of the people watching it; that the point of the satire would have to be missed by a good many people or it would not be good satire?

Mr. WALKER: I think I would agree with that.

Mr. JOHNSTON: Well, specifically, who ordered the apology which I believe was eventually made on this particular occasion?

Mr. WALKER: This was an apology which the Corporation gave to the public in letter form, simply because we had received so many violent protests.

Mr. JOHNSTON: And by "the Corporation" there do you mean the full Board of Governors in session?

Mr. WALKER: No; this was Mr. Ouimet and senior officers of the Corporation who decided that in the circumstances of the poor taste of this satire, and in the circumstances of the violent protests, this was a case—and fortunately these cases are rare—when we had to make an apology.

Mr. JOHNSTON: Whom did you hold responsible for this particular sketch, then?

Mr. WALKER: I would not say we held any individual responsible. That is, there was the man who wrote the satire, and I just do not know at this time who wrote it. I do hold responsible the supervisory level and all people concerned with the program on this occasion for having scheduled that particular program; and I would also extend the responsibility as high as Mr. Haggan.

Mr. JOHNSTON: Have you in the CBC generally, or have you had, a policy of being opposed to developing any sort of star system?

Mr. WALKER: No, we have not been opposed to developing the star system. We are not in Canada as healthy in terms of available talent as, say, the United States, or the United Kingdom, where vaudeville seems to have started, and, therefore, there are not the potentials of star talent in Canada.

Nevertheless, I think it would not be improper for the Corporation to take a great deal of credit for the development of quite a number of stars without actually having a star system. There are the Juliettes and so on; they are the stars of Canada only; and there are Wayne and Shuster.

Mr. JOHNSTON: I am not being facetious in this, but it seems to me that occasionally the CBC has dropped its potential stars, and after this has happened and the CBC has dropped them, they go to the states and become more important. I think Giselle would be, perhaps, a good example of this; and it does seem rather strange that you would use Juliette as an example when her contract has also been relinquished.

Mr. WALKER: I do not recall saying that when the CBC drops stars they go to the states.

Mr. JOHNSTON: No, you did not say that. I said it.

Mr. WALKER: But it is a fact that there is a great attraction, with great money and opportunities in the states and sometimes in the United Kingdom for some of the people we have developed. This applies to a great number of our very distinguished directors in television who have moved to Hollywood, New York and London.

Mr. JOHNSTON: You have not the feeling that if you developed the system and there did happen to be a star on a program there may be difficulties for top management involved in their feeling of independence and so on?

Mr. WALKER: No not a bit. We have not experienced that at all. I believe a good example would be Wayne and Shuster. I would say they are pretty top stars in Canada. We have never had any problem there—at least, not to my knowledge. Possibly the producers concerned with the program have had the normal kind of problems.

Mr. JOHNSTON: I thought Mr. Ouimet did a good job the other day of separating the issue of the non-renewal of Mr. LaPierre's contract from the rest of "Seven Days", but nevertheless it seems to me that it was the management's decision which related the two things at first, and so closely that the public has been unable to distinguish between them. Why was that done?

Mr. WALKER: They are pretty closely related in the eyes of the public because they are identified as co-hosts; but in our terms they are separate kinds of problems, and we have already identified, perhaps, the reason for the non-renewal of these co-hosts next season in the "Seven Days" program.

Mr. JOHNSTON: It seems to me, as I have been listening to the remarks which have been made about Mr. LaPierre, that they revolve around a personal antipathy, and it would seem almost as if management had needed a broader base in order to make the dismissal stick; and I have been tempted to ask the reason why Dinah Christie's contract was not renewed?

Mr. WALKER: We have not fired anyone. All the contracts are coming to a normal conclusion at the end of the season, and presumably those who are wanted will be renewed for next season.

Mr. JOHNSTON: It seemed to me that you had some problem with the lyrics on occasions.

Mr. WALKER: Yes, the lyrics did give us some concern.

Mr. McCLEAVE: And she takes a deep breath from time to time?

Mr. WALKER: A very deep breath.

Mr. JOHNSTON: One final question, then: You have in your testimony made clear that you feel that it would be a fairly easy matter to replace either Mr. Watson or Mr. LaPierre, or both. Do you feel Mr. Haggan can be replaced as well?

Mr. WALKER: I have not said anything about replacing Mr. Haggan; and at no time do I recall, Mr. Chairman, saying that it would be easy to replace the hosts; nor do I think it would be easy. I think I did say that the other day. There will be some difficulty in getting people of that calibre, yes.

Mr. FAIRWEATHER: First of all I would like publicly to thank the Committee's branch for making available all the reports of the Committee until last Thursday, including last Thursday's, I think that is an achievement.

I am interested, Mr. Walker, in audience reaction. It is the audience reaction to the charges that have given rise to this Committee hearing. What mail have you had since the announcement was made. What is the total mail you have received?

Mr. WALKER: I cannot answer that, I am sorry. We can have a check made of it if the Chair so calls for it; but I do not have that.

Mr. FAIRWEATHER: I suppose your PR people would have it.

Mr. WALKER: Yes, I would think so—in fact, I know so.

Mr. PRITTIE: Would you ask that that be done, because I would like to know?



Mr. FAIRWEATHER: I have learned over a long time, and I do not want to set a whole group of people adding up figures, that if it is easily available you might produce it. I do not want to have a whole echelon of people—

Mr. WALKER: You wish to have the number of letters?

Mr. FAIRWEATHER: Yes.

Mr. WALKER: In response to the non-renewal of the contracts of the co-hosts?

Mr. FAIRWEATHER: Yes.

Mr. WALKER: I see.

Mr. FAIRWEATHER: Now, I want to move on to the budget figures. We have had some evidence about your budget. What was the annual budget of this program.

Mr. WALKER: Of "Seven Days"?

Mr. FAIRWEATHER: Yes, "Seven Days"?

Mr. WALKER: In the neighbourhood of \$35,000 or \$34,000.

Mr. FAIRWEATHER: Is that the total annually?

● (8:40 p.m.)

Mr. WALKER: As I said, I think, on Thursday—yes, it was Thursday—you do have to understand that to "Seven Days", as the "Seven Days" unit, there is a large sum of money which is assigned to produce four programs. "Seven Days" is one of them. But there are two summer programs. One is called "Human Camera" and the other is called "Compass," and then there is the other program series we have spoken of, "Document," which is a series of documentaries which are aired on a pre-emption basis in the "Seven Days" period whenever they are available. So, there is a total budget situation that can be interchangeable within the unit, and it is within the authority of the general supervisor of public affairs, Mr. Haggan, to adjust his budgets—that is, to assign more money to one of a program series and less to another. In other words, I think what you are coming to is that there was some concern expressed by Mr. Leiterman about reduction of, I think, \$1,000 in direct money—that is, cash outlay for the program, "Seven Days". This can be overcome, if it is a real problem in the "Seven Days" unit, by the general supervisor adjusting his over-all budget by assigning money from another area and giving it to the "Seven Days" program.

Mr. FAIRWEATHER: What I am interested in is this. We have heard the expression "free wheeling" used with regard to program content, I believe, but it would not be right to use it in connection with budgets.

Mr. WALKER: No, very definitely it is not. I am pleased to say that the normal management financial budget controls in the "Seven Days" unit have been almost on target. It is not worth mentioning; there might have been one-half of one per cent difference. But, it is on target, and this is because of the application of very strong control measures, which is an absolute essential for a free wheeling program.



Mr. FAIRWEATHER: Is it not true that some of these controls were initiated within the "Seven Days" unit itself?

Mr. WALKER: No, it is not, sir; they were initiated the beginning of this season by myself in association with the accounting people and all the officers in Toronto in an endeavour to have a better accounting system applied to the "Seven Days" unit than had been the case in the previous year. I am speaking critically of the methods of material collection; again, I have to use the words "free wheeling" in order to put into inventory a number of items for a magazine kind of program of this nature. They have to be on the move constantly, and it is entirely possible that they will build up quite an inventory of items that may become out of date or require further decision and, therefore, it is absolutely essential in this kind of gathering of material to have very firm and very careful budget control procedures. I am pleased to say that certainly they are within proper containment.

Mr. FAIRWEATHER: So, from the point of view of the budget, you have nothing but praise for this unit of the Corporation?

Mr. WALKER: I have praise for the accounting people that have contained the budget within the assigned money.

Mr. FAIRWEATHER: But, to be content you have to have an atmosphere where containment is possible.

Mr. WALKER: Yes, and we have that.

Mr. FAIRWEATHER: So, there is no problem with the budget whatsoever.

Mr. WALKER: Not this year, no.

Mr. FAIRWEATHER: Are you a director of the Corporation, Mr. Walker?

Mr. WALKER: A director of the Corporation?

Mr. FAIRWEATHER: Yes.

Mr. WALKER: No.

Mr. FAIRWEATHER: Were you in Halifax at the famous meeting a couple of weeks ago?

Mr. WALKER: Yes.

Mr. FAIRWEATHER: Who issued the press release at the end of that meeting?

Mr. WALKER: That was issued by the board and the president of the corporation.

Mr. FAIRWEATHER: Then, the full board has responsibility of it?

Mr. WALKER: Indeed so. Of course, this is a question you should ask the resident. Nevertheless, I can answer by saying yes, it was issued with full authority of the board and the president.

Mr. FAIRWEATHER: Now, another questioner has asked you about the parody for the satire—and I did not realize it was a satire at the time—on the Pope. When I watched it I thought it was a satire on promotional qualities of Americans. But, apparently, it is now a satire on the Pope. Is it correct there was a letter issued from the Corporation in Ottawa?

Mr. WALKER: Yes, that is correct.

Mr. FAIRWEATHER: Was that letter discussed by middle or lower echelons of management before it was issued?

Mr. WALKER: My recollection is it was discussed certainly, I know, with Mr. Hogg and, I believe, with Mr. Haggan. Whether it was discussed with Mr. Gauntlett and thence with Mr. Leiterman, I do not know. But, they were aware of it, yes.

Mr. FAIRWEATHER: Is the letter or copy of it part of your brief? I am interested in the type of letter the Corporation writes to people.

Mr. WALKER: Well, we had not intended to table it, but if it is your wish I imagine there would be no problem.

Mr. FAIRWEATHER: Yes, as one who has to write letters occasionally I would like to get a few pointers.

Mr. LEWIS: To whom was the letter sent?

Mr. FAIRWEATHER: Yes, who was the letter sent to?

Mr. WALKER: I do not think I can give a clear answer to that. It was a general letter that was sent to many of the people that wrote in protesting, as they saw it, a satire on the Pope, and not a satire on the networks that were handling his visit in terms of broadcasting.

Mr. FAIRWEATHER: I have added up the number of features of the 50 programs in the "Seven Days" series, and I arrive at a figure of 499, give or take one or two, because there are subdivisions of the programs. Is a figure of 500 about right?

Mr. WALKER: You mean how many items?

Mr. FAIRWEATHER: The number of items, yes.

Mr. WALKER: That is a good question because I cannot answer it; I do not know.

Mr. FAIRWEATHER: But, my figure would not be too far out, would you think, averaging ten items a night and sometimes more?

Mr. WALKER: Four hundred?

Mr. FAIRWEATHER: Five hundred, I made it.

Mr. WALKER: Well, you would have to allow for the occasional scheduling of the documentaries.

Mr. FAIRWEATHER: I have ignored the documentaries.

Mr. WALKER: Well then perhaps it would be closer to the figure of 300. But I do not know; this is a pure guess on my part.

Mr. FAIRWEATHER: Well I will have to make a statement then although do not like to. I have added them up to 499. I am interested in the fact that there are only four bad items that we have spoken about that were protested by senior management.

Mr. WALKER: No. On Thursday in my testimony I gave quite a number more than four items that were on the air; those items were dealt with on a *post facto* basis by ourselves down to the management line and were of great concern to us for various reasons either poor taste or they were serious items that had in our opinion, not been researched properly, or they were items—

Mr. FAIRWEATHER: I am sorry if I am interrupting you, but I know the evidence to which you are making reference. But, what about the other items, the ones that management objected to during the interchange or during the conference before the items were aired.

Mr. WALKER: You do have to understand that I would not know very many of these because they were dealt with certainly at Mr. Hogg's level.

Mr. FAIRWEATHER: I want to get away above, up into the atmosphere, into the higher levels.

Mr. WALKER: You were asking how many I would have been concerned with?

Mr. FAIRWEATHER: Yes.

Mr. WALKER: I would have to say very few. I made reference to them the other day. Certainly there was the item which involved attempting to get an interview with Mr. Seigny, which we vetoed, and we think very properly because it was a very serious invasion of personal privacy and the use of inter-fuge identification, that we are the press.

Mr. FAIRWEATHER: Were there not four of those?

Mr. WALKER: Four in this past year, you mean? I do not know of more than perhaps three which came to my attention.

Mr. FAIRWEATHER: The point I am making is there was only a very small percentage of the 500 items that bothered top management, which really amounts to only one tenth or a few tenths of a percentage point.

Mr. WALKER: But we are discussing those that were brought to my attention before going on the air. The ones that really, as I said, gave us the most trouble and put us in the position of being firefighters were those done on the air and not brought to my attention and, perhaps, in many cases, not brought to Mr. Hogg's attention, and we had to deal with them on a *post facto* basis. These are the ones, and there is quite a substantial list of these. I read to the evidence only a partial list.

Mr. FAIRWEATHER: Some evidence was given about the producer, Mr. Wilson Southam, and I want to know who was with you when you interviewed Mr. Southam the day he came back from his leave.

Mr. WALKER: There would be his line officer to whom he reports, the director of operations in the Ottawa area; Mr. Cleary; Mr. Jennings' executive assistant, Mr. Stolley and Mr. Martin, my executive assistant. I think that was

Mr. FAIRWEATHER: Was Mr. Hogg consulted?

Mr. WALKER: No.



Mr. FAIRWEATHER: Was Mr. Haggan consulted?

Mr. WALKER: Not to my knowledge in reference to that meeting, no.

Mr. FAIRWEATHER: Was Mr. Ostry consulted?

Mr. WALKER: No; I would not be able to answer that.

Mr. FAIRWEATHER: Well, by you?

Mr. WALKER: No, not at all.

Mr. FAIRWEATHER: But, you asked Mr. Southam for his resignation?

Mr. WALKER: No sir, I did not. I would not be able to do that anyway. As said, I think, on Thursday, Mr. Southam was and I believe still is a member of the staff of the Ottawa area which reports to Mr. Jennings and the management of the Ottawa area.

Mr. FAIRWEATHER: What services has he been performing since the meeting on February 17?

Mr. WALKER: I cannot say, sir.

Mr. FAIRWEATHER: Is he doing anything really?

Mr. WALKER: I really do not know because he does work for the Ottawa area management. It is not my concern at all.

Mr. FAIRWEATHER: I have a clipping from a London newspaper which interests me, the headline of which is: "Canada is an eye-popping, heart-stopping, pulse-pounding, nature-loving, rainbow-coloured kind of country". This is an ad which appears in the Canadian Government Travel Bureau. Do you think that this type of compulsive language fits in with your concept of what has been happening lately in the Corporation with regard to "Seven Days"?

Mr. WALKER: I could not answer that; I am sorry.

Mr. FAIRWEATHER: Thank you.

Mr. LEWIS: Mr. Walker, again, I just have a few questions, which are not related one with the other.

Although I cannot find it in the transcript, the other day you referred to a list of items which, as you said, came to you *post facto*, to which there was management objection. What I would like you to do is to give me the title of each of them as well as the date. Do not describe each one because you already have done that once before. Would you just give me some identification for each of them as well as the date?

Mr. WALKER: Of those that I read the other day?

Mr. LEWIS: Yes.

Mr. WALKER: April 3, capital punishment; March 20, 1966, The Stephen Truscott case.

Mr. LEWIS: What was the objection to the Stephen Truscott case; was that the fear?

Mr. WALKER: That is right.

Mr. LEWIS: I beg your pardon?



Mr. WALKER: That is the one.

Mr. LEWIS: That was just the tear.

Mr. WALKER: February 20, opening and closing lyrics by Dinah Christie and satirical sketch which was being critical of United States policy in Viet Nam. December 13, 1965, the "Go Go" dancer, Carol Doda.

Mr. LEWIS: What was her name?

Mr. FAIRWEATHER: Carol Doda, D-O-D-A.

Mr. MACKASEY: I knew you would know it, Gordon.

Mr. FAIRWEATHER: It is right in the evidence, which is before me.

Mr. WALKER: Then I mentioned November 21, two items, both satire skits.

Mr. LEWIS: What year?

Mr. WALKER: 1965, one was on a satire having to do with the Vice President of the United States visiting Viet Nam; he was spat upon at that time, and this was a satire skit on that. The other one was a satire on the Governor of Rhodesia. Another I mentioned was October 21, 1965, an interview with people of the Klan and a negro gentleman of the Southern Christian Leadership Conference—October 25, this was; October 3, 1965, an item on the new fertility pills; October 3, 1965, a satire on the visit of the Pope; March 21, 1965, the Fred Ewett case; January 24, 1965, interviews on hate literature; January 3, 1965, examination on the use of salt on the highways, possible beneficial effects of inhibitors; December 20, 1964, an item on the young man in Hull, Richard Ely, and the judge was Judge Labelle; October 11, 1964, satirical skit on the existence of God; and another item I mentioned—I am sorry I have not the date but it would be in October, I believe.

Mr. LEWIS: Would it be in the fall of 1964?

Mr. WALKER: No. This was one at the end that should have been put up near the front, which would have been in the past season, I think, at the beginning of the season. It was an item having to do with the attempts of foreign doctors to get into the Ontario Medical Association. I think this was in the beginning of this season. As I say, I am sorry I do not have the date here for some reason or other.

Mr. LEWIS: Is that the lot you mentioned?

Mr. WALKER: These were the ones I mentioned the other day.

Mr. LEWIS: The other day you read some comments which were written in front of you; may I ask you who drafted these comments?

Mr. WALKER: These were the results of discussions by a variety of people.

Mr. LEWIS: You told us that the last time. All I want to know now is who wrote them; who put the words together?

Mr. WALKER: My executive assistant, Mr. Martin, I would say.

Mr. LEWIS: You say your executive assistant; when did he put the words together?

Mr. WALKER: These would be put together and assembled over a period of time, probably around the time when these items were being discussed.

Mr. LEWIS: You mean these comments were made as you went along, and did he on some day put the comments together for your assistance?

Mr. WALKER: No. These comments would have been assembled at the time we were concerned about the items being on the air, when much discussion would have occurred on a *post facto* basis and notes would have been assembled at that time.

Mr. LEWIS: You keep on saying *post facto* basis; is not that the only way it could function? You are not asking that top management see or have a report or in some other way take part in the original decisions as to the contents of the program?

Mr. WALKER: No, I am not, sir.

● (9:00 p.m.)

Mr. LEWIS: So that if your procedure is properly followed, then all the complaints you have at the top would necessarily be *post-factum* complaints. Is that not right?

Mr. WALKER: That is correct.

Mr. LEWIS: I hope you want it that way.

Mr. WALKER: I do not want it any way. I do not want the complaints coming in, I do not want these items to be done irresponsibly, therefore I would not like them to emerge at all.

Mr. LEWIS: You want a program which will give you no *post-factum* complaints at all?

Mr. WALKER: I think this is wishing just a little too much because if we had a program like that, it would probably be a pretty dull program.

Mr. LEWIS: You bet it would.

How do the *post-factum* complaints arise? Do you get some public objections?

Mr. WALKER: Yes, indeed.

Mr. LEWIS: In every case?

Mr. WALKER: I would say in every case.

Mr. LEWIS: And that would be the reason you discussed, because there was so much objection?

Mr. WALKER: Not at all. We combined the public reaction with our professional judgment and management's responsibility in relation to policy and standards.

Mr. LEWIS: When you had a complaint of that sort, did you ask to see the film or the tape, the item or the segment or whatever you call it?

Mr. WALKER: There have been occasions.

Mr. LEWIS: You personally?

Mr. WALKER: Yes, along with Mr. Hogg and perhaps other of my colleagues in head office.

Mr. LEWIS: On how many occasions did you personally see the things to which you were raising objection?

Mr. WALKER: I would say every program has been watched by me. There have been some occasions when I have been absent, of course. I would say that I watched about every program.

Mr. LEWIS: Did you yourself ever initiate any of these complaints?

Mr. WALKER: It is possible I have, I do not recall. I would think that if I were being responsible as a management person I might, on occasion, have initiated a concern about an item on my own, but this would be rather unusual, I should think. It would be unusual for me to pass judgment or to have my own biased view of an item. Generally it arises with a number of people being concerned about some things, and certainly being concerned about the public's response to it.

Mr. LEWIS: I understood you to say that the difficulties had arisen as a result of "Seven Days". Have you had difficulties with any other program?

Mr. WALKER: Not of this kind.

Mr. LEWIS: Have you had difficulties with the producers of any other programs or on the French network?

Mr. WALKER: I have nothing to do with the French network, but of course there have been normal problems, I suppose, in building program material. One would have to call them difficulties.

Mr. LEWIS: Have you ever had any *post factum* complaints about other programs?

Mr. WALKER: Of course.

Mr. LEWIS: And do you know whether there have been any *post factum* complaints about programs on the French network?

Mr. WALKER: I am sure there have been. For instance, in the case of Mr. LaPierre, he mentioned the other day there were some complaints apparently about his engagement in one of the French network programs.

Mr. LEWIS: When did you first learn that, when LaPierre said it?

Mr. WALKER: This was referred to me by my colleague, Marcel Ouimet.

Mr. LEWIS: Is that the only one you can recall? Is the one about LaPierre the only one that you can recall?

Mr. WALKER: I am not too familiar with the French network activities.

Mr. LEWIS: You are really very careful about whom you hurt and just how you hurt people. Why did you have to refer to LaPierre when you said you did not know much about the French network? Why did you have to drag his name in?

Mr. WALKER: I did not drag it in because he referred to it himself the other day.

Mr. LEWIS: On page 498 of the transcript you quote from a memorandum that you say Mr. Haggan gave you on "Seven Days". Mr. Haggan said:

It is our hope that "Seven Days" will continue on the network next year as an informative, lively, responsible program of exposition and opinion.

You said you agreed with his statement. Where did that statement originate? Maybe you did say it but I could not find it.

Mr. WALKER: I said this was a memo written by Mr. Haggan to Mr. Hogg.

Mr. LEWIS: When?

Mr. WALKER: February 4.

Mr. LEWIS: February 4, 1966?

Mr. WALKER: Yes.

Mr. LEWIS: That was following the first discussions in January about letting certain people go?

Mr. WALKER: That is correct.

Mr. LEWIS: And the general supervisor of public affairs set out for you what he hoped to do with the "Seven Days" program the following season?

Mr. WALKER: That is right.

Mr. LEWIS: And you accepted his propositions as being good?

Mr. WALKER: I surely did.

Mr. LEWIS: I suppose, in the ordinary ways of management, having accepted the proposition of someone under you, you would then say to him "Go ahead and apply these propositions"?

Mr. WALKER: We would expect him to go ahead and apply the proposition that he laid down so very neatly himself.

Mr. LEWIS: If Mr. Haggan should go and Mr. Leiterman should go, if Mr. Hoyt and Mr. Lefolii should go and some other producers connected with "Seven Days" or other members of the "Seven Days" unit either because somebody fires them or because they leave, whom would you have now on the English language side of the CBC who could produce a bigger and better and more adventurous "Seven Days"?

Mr. WALKER: I just do not know at this moment whom we would have to do this kind of program. We have said that we would hope that "Seven Days" could return and that it would be bigger and better. That is a hope, of course.

Mr. LEWIS: Mr. Walker, what I think interests all members of the Committee, unless I am very much mistaken, and also the people of Canada who are interested, is that if the group which has been condemned by you and by the president should, for one reason or another, leave, what other talent do you have now? You, as head of the English language broadcasting, are surely the source of this kind of information. What other talent do you now have that could produce a bigger and better "Seven Days"?



Mr. WALKER: I cannot say. I cannot answer that question simply because we would have to quickly determine what talent we have available to do this kind of programming. I would have to assume there is talent available, but at this moment there is no reason to assemble other talent.

Mr. LEWIS: On what basis do you make the assumption that there is other talent available if you do not know?

Mr. WALKER: On the basis that we have a large staff of skilled producers. I could assume there would be others qualified to do this kind of program, but we would not be able to determine this in a matter of days; it would have to be one over a period of time to see who would be interested and qualified. I could have to assume there would be.

Mr. LEWIS: You know a large number of qualified producers and yet you cannot mention any two or three?

Mr. WALKER: No, I cannot, sir.

Mr. LEWIS: On page 502 of the transcript you informed us that when you were on vacation in August of last year somebody telephoned you—you complained about it, as a matter of fact—to discuss with you the continuation of Mr. Watson as host rather than as producer. Do you mind telling me who was it who telephoned you?

Mr. WALKER: The assistant general manager, Mr. McGall, and Mr. Hogg.

Mr. LEWIS: And to whom did you raise objection to that being done, or did you raise any?

Mr. WALKER: I said in my evidence on Thursday, I believe, that I expressed great concern about the recommendation that was put to me in this telephone conference or conferences about the engagement of Mr. Watson not only as executive producer of the series Document but also a recommendation that was being put to me at that time by telephone on a separate agreement to allow him to be co-host on "Seven Days" for this season. I had objection because I felt that it would go well beyond his simply being co-host.

Mr. LEWIS: And you said so to these gentlemen?

Mr. WALKER: Yes.

Mr. LEWIS: Did you ask them to discuss it again with Mr. Haggan and his group?

Mr. WALKER: Yes.

Mr. LEWIS: And did they report on the results of the discussions?

Mr. WALKER: Yes.

Mr. LEWIS: When?

Mr. WALKER: In August.

Mr. LEWIS: In another conference?

Mr. WALKER: Yes.

Mr. LEWIS: And did you raise any objection to LaPierre?

Mr. WALKER: Not at that time.

Mr. LEWIS: Did you raise any objection to LaPierre during the entire preceding season?

Mr. WALKER: Yes, for three years.

Mr. LEWIS: You objected to him for three years?

Mr. WALKER: For a variety of reasons.

Mr. LEWIS: To whom and how did you make these objections about LaPierre?

Mr. WALKER: They would be dealt with since December, 1964, by Mr. Hogg, and he, in turn would refer them to Mr. Haggan. Prior to that, of course, there was a different organization.

Mr. LEWIS: Were there any memos of these discussions?

Mr. WALKER: There may well have been. I would doubt very much that there would have been many memos.

Mr. LEWIS: Were there any that were sent to you?

Mr. WALKER: No, not to my recollection. There may have been. There were discussions between the senior officers. We do not communicate, as a rule, by exchange of memoranda; we have conferences, telephone, and personal discussions.

Mr. LEWIS: We may have used the word "objection" in a different sense. You are using it, I gather—correct me if I am wrong—in the sense of criticisms of some of the things LaPierre had done or the way in which he had done them. Is that right?

Mr. WALKER: That is right.

Mr. LEWIS: I was using the word "objection" in the sense of actually objecting to him being on the program.

Mr. WALKER: No, I do not recall any objection to him being on the program. As I have said, he is a personality. We were concerned, and had been concerned, and there had been discussions for over three years.

Mr. LEWIS: Excuse me for interrupting you. You told us that before, there is no need to repeat that. I wanted to know whether at any time prior to last January you, as the general manager, et cetera, wanted to get rid of LaPierre. The answer, I gather, is no.

Mr. WALKER: Yes, that is the answer.

Mr. LEWIS: Did you discuss it in January with Captain Briggs or Mr. Ouimet?

Mr. WALKER: These discussions about Mr. LaPierre?

Mr. LEWIS: LaPierre, Watson, the program, et cetera.

Mr. WALKER: They have been carried on probably since December, or perhaps in November, with a variety of people. They were discussed with Mr. Hogg most frequently.

Mr. LEWIS: Excuse me for interrupting you again. I am concerned with those above you rather than those under you.

Mr. WALKER: Captain Briggs, the senior vice president, and the president himself.

Mr. LEWIS: Were most of your discussions with Captain Briggs?

Mr. WALKER: Yes.

Mr. LEWIS: And was Captain Briggs quite determined that Watson and LaPierre had to go?

Mr. WALKER: He was more determined in the case of LaPierre. He felt very strongly about LaPierre since before "Seven Days". This would be going back three years to the time when LaPierre was on a program called Inquiry.

Mr. LEWIS: Did Captain Briggs also ask you to let go of Zolf and Faibish?

Mr. WALKER: No.

Mr. LEWIS: Did he raise their names at any time?

Mr. WALKER: Not to my recollection.

Mr. LEWIS: This is my last question. When Mr. Fairweather was asking you about budget difficulties with "Seven Days" you said "I have not noticed it, there was no problem with the budget this year" were you implying that you had any in the first season?

Mr. WALKER: Yes, this was before we applied stricter control on accounting factors. They were applied this year and it has worked very well.

Mr. LEWIS: Did you have very serious budget problems the first year?

Mr. WALKER: Quite serious.

Mr. LEWIS: Did they overspend?

Mr. WALKER: Yes.

Mr. LEWIS: Over the year as a whole or program by program?

Mr. WALKER: The year as a whole.

Mr. LEWIS: Can you remember what ratio overspending there was?

Mr. WALKER: I cannot, sir.

Mr. LEWIS: Could you find out?

Mr. WALKER: Yes, I could have our accounting department go back and give those figures.

Mr. LEWIS: Mr. Chairman, perhaps we could have that some time?

(Translation)

Mr. PRUD'HOMME: First of all, to follow up the remarks of Mr. Fairweather, I appreciate, of course, having received the Minutes of Proceedings and Evidence, but I also notice once again that our friends—Mr. Fairweather is one of them—have the advantage of being able to work in their usual working language, that prevents me, of course, from being as well prepared, to ask my

questions. I know that efforts are being made to accelerate the translation work, but I hope that our Chairman will see to it that it be accelerated even more, so that we can be on an equal footing and better do our work in Committee.

This being said, I would like to ask Mr. Walker to answer the following question. You said in your first appearance before the Committee that in the past two years, the "Seven Days" team had bluntly challenged the code of ethics of broadcasting, the general policy of the CBC and the outmoded concepts of good taste and respect for the privacy of people. "We endured this," you said, "but finally we had to decide to get rid of this, and therefore decided to dismiss Laurier LaPierre and Patrick Watson, and this is irrevocable." Do you think that the departure of Watson and LaPierre will be the reason for your success in having removed the ill, that is, the outmoded concepts and so on? Through this departure, are you now sure that everything will go smoothly in this type of broadcasting at the CBC?

(English)

Mr. WALKER: There are two separate problems: There is the non-renewal of the contracts of the two hosts, and there have been the continuing problems of items in the program. Those are two separate things. I think I am answering your question as you posed it correctly by saying that if the general standards of good taste and program ethics and common sense, and if the policies as established by the Corporation in relation to satire and other program matters are recognized by the people who will be available to do the program next fall, we would not have any trouble. This, of course, has to assume that the supervisory levels, the middle management levels, will be concerned about the observance of the standards of good taste and the observance of the policies of the Corporation. Does that answer your question, sir?

(Translation)

Mr. PRUD'HOMME: Yes, but what I would like to have clarified—in your opinion, does the departure of Watson and LaPierre mean that you have solved the problem and you are removing the ills from the CBC? Is there any link between the two? In your opinion, from the departure of Watson and LaPierre will there be the result that everything is going to go well now in these broadcasts?

(English)

Mr. WALKER: Of course there is a link. I would not say everything is going to go well but of course there is a linkage. I stated it in this way, that in any situation—now I am speaking of Mr. Watson—where you have two bosses, the chances of containment of the situation or control of the situation is that much more difficult. We have been looking forward to the separation. Either Mr. Leiterman or Mr. Watson would remain with "Seven Days", one or the other then would have gone on to producing the documentary program. They are both highly qualified to do either of these things. Therefore, to the extent that the separation is made, I think that many of the difficulties will disappear. In the case of Mr. LaPierre, to the extent that he will not do the program next year some of the problems that have concerned us, and we have expressed them here in evidence, will disappear. We feel that altogether too frequently he become



emotionally and personally involved in his interviewing techniques and, as we have expressed it, wore his opinions on his sleeve. This does give the impression—I use the word “impression” very carefully—of somewhat slanting the interview. I do not suggest for one moment he does it deliberately, but he becomes emotionally involved so often in his interviews that he dominates the interviewee, he becomes almost the guest rather than the interviewer. So I think, to the extent that those have been problems related to those two people, and that they would not be associated as co-hosts on the “Seven Days” program next year, there is a chance of great improvement. I am not suggesting for one moment that all of the problems will be eliminated because the very nature of the program is such that there is going to be controversy, and I welcome this; otherwise the program would be a very dull one.

(Translation)

Mr. PRUD'HOMME: Mr. LaPierre pointed out that the real motive of the whole thing is that “they could not tolerate a French-Canadian assume too much importance in the English network of the CBC”. Would you care to make comments on Mr. LaPierre. No, not here. Mr. LaPierre said on *Présent*, on a broadcast of the CBC, on the programme *Présent* that he made the following statement: “I am asking whether this is the reason that Mr. Walker, who is in charge of the English network, whether that is the reason”.

(English)

Mr. WALKER: I am sorry, would you repeat the statement for me? What is the statement that Mr. LaPierre made?

(Translation)

Mr. PRUD'HOMME: That we could not tolerate that a French-Canadian assume too much importance on the English network of the CBC.

(English)

Mr. WALKER: This is nonsense—utter nonsense.

Mr. FAIRWEATHER: What about the president of the CBC?

Mr. PETERS: He was not on this program.

(Translation)

Mr. PRUD'HOMME: You said, Mr. Walker, when you appeared here, when you were in attendance here, excuse me, that whether you moved to Montreal or Toronto the head office of CBC would be a disaster, and you added, to carry out the objectives of biculturalism of the nation, do you consider the national capital so bilingual that the transfer could not be made to Montreal and still, which is recognizable as being a little more bilingual than Ottawa?

(English)

Mr. WALKER: No, sir. My personal point of view is that it would be a step backwards.

Mr. PRUD'HOMME: That is what I would like you to define.

Mr. LEWIS: A giant step backwards.

(Translation)

Mr. PRUD'HOMME: Just what do you mean by a step backwards?

(English)

Mr. WALKER: I think it would be a giant step backwards in terms of the problems in Canada today—the French-English problem, or the bicultural problem, in that moving of our headquarters to Montreal would possibly create greater differences. There is the potential of greater differences between the people in the headquarters of the English network division in Toronto and their colleagues in Montreal. I would say exactly the same thing if the headquarters were moved to Toronto. I think the potential of misunderstandings in this case would be very severe. I therefore think that the location in Ottawa, where we are now, is the most satisfactory one; and we can take a very objective and proper Canadian outlook, which we do in Ottawa at the headquarters presently located here.

I think there is a very real danger if there is ever a move either to Toronto or to Montreal. These are the principal centres of operation, one for English and the other for French. The potential of misunderstandings, I think, is very real.

(Translation)

Mr. PRUD'HOMME: How would you compare the CBC and National Film Board?

(English)

Mr. WALKER: I do not think I could make the comparison, simply because I am not too familiar with the operation of the Film Board. I must confess I am not too sure. I would rather not comment on that.

(Translation)

Mr. PRUD'HOMME: As far as you are concerned, the decision of the CBC remains irrevocable. You do not want to re-engage Mr. Laurier LaPierre.

(English)

Mr. WALKER: No, we have not had that. We have said we do not want to re-engage the co-hosts.

(Translation)

Mr. PRUD'HOMME: The fact that I speak of re-engaging means that his engagement is at an end. But this is still irrevocable. He will not be a co-host of "Seven Days", naturally.

(English)

Mr. WALKER: That is correct, because now it is a confirmed board decision

(Translation)

Mr. PRUD'HOMME: Would you say that he could be re-engaged, but elsewhere than on "Seven Days"?

(English)

Mr. WALKER: Most certainly.

*Translation)*

Mr. PRUD'HOMME: Have you had a great many complaints, Mr. Walker, to the effect that the Public Affairs program produced by the CBC were biased?

*English)*

Mr. WALKER: No, we have not, to my knowledge, had a great number of complaints that the programs in the public affairs of the CBC are biased, simply because our producers and our management people at supervisory levels are most conscious of the determination to avoid bias; with the exception, I would say, that there has been shown to be a most unfortunate impression of bias in a program called "Seven Days."

*Translation)*

Mr. PRUD'HOMME: We often hear the criticism that the French network is infested with separatism, the N.D.P. federally, and so on, and that the English network is infested with N.D.P.s. That is the criticism we heard. Could we have a view on that? Have you had any complaints about this?

*English)*

Mr. WALKER: No, I have no comment on that.

Mr. PRUD'HOMME: You have no comment?

Mr. WALKER: No knowledge on that—none at all.

*Translation)*

Mr. PRUD'HOMME: Have you ever had any complaints emanating from people in politics, that is, Members of Parliament, Ministers, to that effect? Have Ministers at present in office ever complained about that, or Members of Parliament at present sitting in the House? Have these people ever complained?

*English)*

Mr. WALKER: Not to me; I have never heard of it; no, sir, never to my attention.

*Translation)*

Mr. PRUD'HOMME: Consequently you can assure this Committee and the public that as far as you are concerned, there is no political interference in the business of the CBC, that is, more particularly, insofar as Public Affairs programs are concerned? This is a criticism which is heard all the time. We are told that the people here who sit in Parliament actually decide what goes on at the CBC. We, of course, know it is not true; but as far as you are concerned, could you say that I might be wrong or that I might be right?

*English)*

Mr. WALKER: I would say you might be right, that there is no interference—that you are right.

*Translation)*

Mr. PRUD'HOMME: How did you construe the—this is my last question. How did you construe the words of the responsible Minister, Miss Judy LaMarsh, when she said that the present problem with "Seven Days" is just the tip of an

iceberg? We can only see the tip, one-tenth of it. How do you construe the nine other tenths of which she did not speak? Are there other misgivings in the CBC, anything else wrong?

(English)

Mr. WALKER: In any organization of the size of the Corporation it is entirely possible that there are other problems and, indeed, there are; but they are normally problems which are dealt with by management people at ordinary levels, and normal problems that would apply to any organization.

Now, it is not for me to give an interpretation of the remarks of Miss LaMarsh, but I did use what seemed to be a quotation of hers, "the tip of the iceberg." I had assumed that she would be knowledgeable of something below the surface—and not very far below the surface—in the "Seven Days" area, which probably, in point of fact, from our standpoint, has been sitting there as a problem ready to break out over a period of two years.

To this extent I was relating her phrase about the "tip of the iceberg" to this collision course that we seemed to be steering over a period of two years.

Mr. MACKASEY: Mr. Chairman and Mr. Walker, I have only a few questions. Last Thursday I did ask you a series of questions concerning the hosts and Mr. LaPierre in particular. Many of them have been asked again this evening.

Obviously, Mr. Walker, you feel that Mr. LaPierre, on account of his show of emotion, has contributed to the malaise around this program. Can you give me a brief answer? I want to make sure that I have not misinterpreted—

Mr. WALKER: A brief answer. Yes.

Mr. MACKASEY: How do you reconcile that—and we have occupied much of the time on Mr. LaPierre—with the words of Mr. Ouimet on Friday when he said that this line of questioning you on Thursday had bothered him, and he went on to say that the problems of "Seven Days" in general and what was said about it had nothing to do with the choice of hosts. It has nothing to do with Mr. LaPierre.

Now, these two statements are obviously contradictory.

Mr. WALKER: It is possible they do sound contradictory and, therefore, respectfully ask you to pursue that question with the president when he is here. But I would comment that it is related pretty well to some of the things I have said, and I think I have said, in answer to a question or two, that really one could say—and I am saying it—that there are two problems. There is the problem of what we seem to observe as improper or insufficient application of supervisory responsibility, or, as I referred to it the other day, middle management—and this would involve Mr. Haggan—about the content of the program. In addition to that I have referred to these other problems—these separate problems—as they are related to the two hosts.

But, with respect, I think you should ask the president, perhaps.

Mr. MACKASEY: I intend to.

Mr. WALKER: Thank you.



Mr. MACKASEY: In other words, when Mr. LaPierre's contract is not renewed, according to your own definition, or to Mr. Ouimet's definition, this non-renewal will in no way improve the other situation since, by your own definition, Mr. LaPierre had nothing to do with it?

Mr. WALKER: That is correct.

Mr. MACKASEY: What steps are contemplated to rectify this other situation?

Mr. WALKER: The only steps that any organization would take when it is not satisfied with its front line supervision, or its management at a certain level, would be to continue to endeavour to strengthen that supervision; and if management finds that this has been the case over a considerable period of time with the people sitting in these positions, try to understand what are the problems and why they have not recognized the problems before they become problems, or why they have not dealt with them before they became major problems. Our first concern is to deal with people, yes.

Mr. MACKASEY: One of your problems, I recall, was the question of budget. You were able to rectify that problem without dismissing any of the present staff, or any of the unit?

Mr. WALKER: The budget control?

Mr. MACKASEY: Yes.

Mr. WALKER: Yes.

Mr. MACKASEY: This is one area which bothered you two years ago.

Mr. WALKER: Yes; and we applied stricter management control measures through accounting practices.

Mr. MACKASEY: Did you have to fire anybody?

Mr. WALKER: No.

Mr. MACKASEY: Now, Mr. Walker, I have come to the conclusion, after listening to your evidence on Thursday and that of Mr. Ouimet—and I am only speaking for myself—that there is something very seriously wrong with this program, and management has come to the same conclusion. I must say, at the risk of being out of order, that I am now of the opinion, as a person, that this program did get out of bounds and was guilty of bias and, I am afraid, transgressed most of the rules that Mr. Ouimet and CBC management had laid down in the past to give Canada decent programming. But what does concern me—and this is why I am going to change my line of questioning—is this: If it were so obvious to management, and obvious to so many viewers, then I think that what you have been guilty of is that there has been no indication that there is any sign of management within the CBC.

I go back to Miss LaMarsh's earlier statement—I think I am in order in quoting her statement—and she says this on page 16 of the first report:

I cannot really believe, despite the apparent surprise in the House, that this represented any startling pronouncement of discovery on my part, or really was news to anyone who has been interested for any length of time in broadcasting in Canada—

I am back to the Fowler Report. This is why, Mr. Chairman, I asked for the president's study group report.

Are you aware of this particular paper, Mr. Walker? Were you part of the group.

Mr. WALKER: The president's study group?

Mr. MACKASEY: Yes.

Mr. WALKER: No.

Mr. MACKASEY: I am sure you have studied it.

Mr. WALKER: Yes.

Mr. MACKASEY: And you agree; and this goes back to 1963-64. One of the findings—and again I am referring to the Fowler Report—was:

At the production centres there is a lack of co-ordination of the elements involved in program production and this is the cause of friction.

This is the same statement. Would you care to comment?

Mr. WALKER: No, I would not, because we have prepared and issued our reply to the Fowler Report.

Mr. MACKASEY: This is not the Fowler Report. This is the president's study group, Item 13. It says:

In addition, the president's study group reached four other general conclusions not specifically mentioned by the Glassco Commission. One of them is:

At the production centre there is a lack of co-ordination of the elements involved in program production and this is the cause of friction.

Mr. WALKER: Well, if this is the president's study group then probably you should ask the president for his comment. I just do not think I would like to comment.

Mr. MACKASEY: Well, there are 11 other items that have come from the Glassco Report which are identical to the president's study group report.

What I am trying to get at is that I am not convinced that "Seven Days" is a peculiar problem. I think that the malaise has been within management for many years, and there is no obvious indication that anything has been done about it. The only reason that has come to the fore is the controversial nature of the program. There are 11 items here which also appear in the president's study group report, and I would imagine that you, as a vice president—and understand there are many vice presidents in the CBC—should be prepared to comment on it. After all, you are affected by it.

Mr. WALKER: You are referring, in particular, to the president's study group. I think, really, you should direct your question to him, on his own study group.

The only answer I would have to many of these criticisms—it is rather a general answer—is that we seem to be able to turn out some very fine programs.

Now, if we were not able to turn out some very fine programs this would seem to confirm that there is something wrong with management at all levels.

I repeat, therefore, that the fact that we are able to turn out some fine programs such as "Seven Days," such as "Festival," such as drama and all the other areas of programming, and the fact that we continue to do it and continue to gain respect internationally, which is good for Canada—this, to me, as a reasonable person, suggests that these problems that you have been referring to in these various reports do not stand up too well. Of course, they will stand up to a considerable extent in a vast organization such as ours.

Mr. MACKASEY: I do not want to belabour the point, Mr. Walker, but I would like to say that neither you nor the president has given me any tangible evidence on what management has done to rectify the situation.

Now, I would like to ask a few questions about Captain Briggs. What is his role within the CBC?

Mr. WALKER: Senior vice president.

Mr. MACKASEY: Senior vice president?

Mr. WALKER: Yes.

Mr. MACKASEY: Normally would a man of this high rank within the CBC worry about persons as insignificant as Mr. LaPierre? I use that word "insignificant" because that is one general description that management has given of him. Is it likely that a man in Captain Briggs' position within the CBC would worry about—

Mr. WALKER: Yes, most certainly; because the final responsibility for everything in the Corporation rests with the board, the president and the vice president.

Mr. MACKASEY: Surely you do not worry about the colour of the toilet paper?

Mr. WALKER: No, not as a rule.

Mr. MACKASEY: There must be some problems that are minor enough that you should not be bothered with them.

(9:40 p.m.)

Mr. WALKER: You are perfectly right.

Mr. MACKASEY: I would imagine, if Mr. Ouimet, in all sincerity—and I was quite impressed by what he said—points out that Mr. LaPierre is incidental to the whole problem, could be dismissed tomorrow and it would not solve the general problem or hurt him, it seems inconceivable that the vice-president would have to worry about Mr. LaPierre, an insignificant host on the program.

Mr. WALKER: I would not agree he was an insignificant host on the program because it is an important program with a large audience.

Mr. MACKASEY: I did not say insignificant program.

Mr. WALKER: I thought you said insignificant host.

Mr. MACKASEY: Yes.

Mr. WALKER: Well, that is what I said. But, he has been a member of a very popular program for two years now, and prior to that on Inquiry; and for reasons that escape us we do not seem or have not seemed to be able to get across the point that he is not representing the Corporation or the programs in which he has participated, be it Inquiry, "Seven Days", as well as another kind of interviewer or co-host should.

Mr. MACKASEY: I believe when the name of Mr. Ross McLean was mentioned the name of Captain Briggs came into that.

Mr. WALKER: Yes.

Mr. MACKASEY: Something else intrigues me about this. Is Captain Briggs serving two roles? Is he senior vice president of the Canadian Broadcasting Corporation as well as being a member of the militia, navy or army? Why do we constantly refer to him as Captain Briggs?

Mr. WALKER: He is a naval person.

Mr. GRÉGOIRE: He has a yacht somewhere.

(Translation)

Mr. Chairman, to begin with, I would like to support the words of my friend Mr. Prud'homme who mentioned that we had all the transcript of the committee in English since the beginning. I think this is a wonderful effort that we do have them in English, but I think an effort should be made too on the part of the committee's branch so that we could obtain them in French too as soon as possible. I think we have to stress this point. That is why I am taking this opportunity to support the request of my friend Mr. Prud'homme.

Mr. Walker, who is your immediate supervisor? To whom do you report?

(English)

Mr. WALKER: Captain Briggs, sir.

(Translation)

Mr. GRÉGOIRE: And Captain Briggs' who is his superior, supervisor? To whom does he report?

(English)

Mr. WALKER: He would report to the president and the board.

(Translation)

Mr. GRÉGOIRE: Number 1 then is the president. Number 2 then, for you? Captain Briggs, number 3 then is you? Is there another one then, between?

(English)

Mr. WALKER: No. Three vice president general managers; one for the French network, one for the English network, and one for the regional broadcasting area.

(Translation)

Mr. GRÉGOIRE: The president is superior to Mr. Briggs, and Mr. Briggs superior to you? Is there anybody between the two of you?



(English)

Mr. WALKER: That is correct.

(Translation)

Mr. GRÉGOIRE: And you have an assistant who is called Mr. McGall, I think you mentioned a little while ago?

(English)

Mr. WALKER: Mr. McGall; he is assistant general manager and located in Toronto.

(Translation)

Mr. GRÉGOIRE: He is your assistant?

(English)

Mr. WALKER: He is my assistant general manager.

(Translation)

Mr. GRÉGOIRE: And Mr. Hogg, that you spoke of, is he one of your subordinates, so to speak, in the hierarchy?

(English)

Mr. WALKER: Yes, Mr. Hogg is Director of News and Public Affairs; he is also located in Toronto. There is a reporting line from Mr. Hogg to me in terms of policy and content in news and public affairs.

(Translation)

Mr. GRÉGOIRE: And Mr. Hogg receives reports from Mr. Haggan? He is then Mr. Haggan's superior?

(English)

Mr. WALKER: Yes.

(Translation)

Mr. GRÉGOIRE: And Mr. Haggan receives reports from Mr. Gauntlett?

(English)

Mr. WALKER: Below Mr. Haggan are four supervisors; one of them is the head of current affairs, Mr. Campbell, and thence we come to Mr. Gauntlett for "Seven Days".

(Translation)

Mr. GRÉGOIRE: And under Mr. Gauntlett, there is Mr. Leiterman? So, between Mr. Leiterman and Mr. Ouimet, there are nine levels, nine different levels in the hierarchy, between Mr. Leiterman and Mr. Ouimet, the president. Nine levels of the hierarchy! Then when Mr. Leiterman wants to inform Mr. Ouimet of something he tells Mr. Gauntlett, who says it to Mr. Campbell, who says it to Mr. Haggan who says it to Mr. Hogg who says it to Mr. McGall who says it to Mr. Walker who says it to Captain Briggs, who says it to Mr. Ouimet? Is that it?

(English)

Mr. WALKER: Well, that is a very interesting formal way of expressing it, but it does not happen that way and it is not necessary that it happen that way. If Mr. Leiterman wants to call me direct he will do it and has done it.

(Translation)

Mr. GRÉGOIRE: But Mr. Leiterman would have no regular relations with Mr. Ouimet on decisions to be reached.

(English)

Mr. WALKER: No sir.

(Translation)

Mr. GRÉGOIRE: And it would not be with Captain Briggs either, nor with you?

(English)

Mr. WALKER: No sir.

(Translation)

Mr. GRÉGOIRE: It would be with Mr. Gauntlett?

(English)

Mr. WALKER: That is correct.

(Translation)

Mr. GRÉGOIRE: Regular reports or relationship. And his immediate supervisor would be Mr. Campbell then?

(English)

Mr. WALKER: Yes, that is correct.

(Translation)

Mr. GRÉGOIRE: And Mr. Campbell and Mr. Haggan?

(English)

Mr. WALKER: Yes. Do not forget, Mr. Haggan is responsible for the whole area, radio, television, all public affairs programs.

(Translation)

Mr. GRÉGOIRE: But we are only dealing with Seven Days here.

(English)

Mr. WALKER: Yes. The formal line is as you describe it.

(Translation)

Mr. GRÉGOIRE: The normal line would be Gauntlett, Campbell—

(English)

Mr. WALKER: No. Mr. Hogg reports to me on content.

(Translation)

Mr. GRÉGOIRE: He does not report to Mr. McGall?

(English)

Mr. WALKER: No, he does not, sir, only in terms of general administration because Mr. McGall is the senior person in Toronto. But, in terms of program and policy content in public affairs and news there is a direct line up to me; there is no need to go through Mr. McGall.

(translation)

Mr. GRÉGOIRE: For administration it is Mr. McGall and for production, it is you?

(English)

Mr. WALKER: Yes.

(translation)

Mr. GRÉGOIRE: Are there any other fields besides that, to whom Mr. Hogg must report, for instance, publicity, finance, budget. Does Mr. Hogg report to others besides yourself and Mr. McGall?

(English)

Mr. WALKER: No sir.

(translation)

Mr. GRÉGOIRE: Mr. Hogg, then, has two bosses in two different fields.

(English)

Mr. WALKER: Yes, you could put it that way. But, there are separate areas of responsibility. One, of course, is in the area of budgeting, which is handled by the senior person in Toronto, Mr. McGall, and, therefore, discussions with Mr. Hogg are necessary on terms of budgeting.

(translation)

Mr. GRÉGOIRE: Now, in the same way as he refers to you and Mr. McGall for administration, do you also refer to Captain Briggs, let's say, for production of programs, and to another then for administrative purposes? Do you report only to Captain Briggs for all sectors, production, administration, finance and so on? Is he the only one to whom you report—Captain Briggs—in all fields?

(English)

Mr. WALKER: Yes, all areas of operations. Captain Briggs, as vice president, is in charge of operations. Now, of course, this does not say I do not have consultation with both the president and the vice president, or separately in the case of the president because there are frequent reasons to consult with him, maybe on public relations matters or, indeed, on finance. But, my reporting line is to Captain Briggs.

(translation)

Mr. GRÉGOIRE: In all fields, then, it's to Captain Briggs.

(English)

Mr. WALKER: On all operations, yes; program operations, all operations concerned, and so on.

(Translation)

Mr. GRÉGOIRE: Now, in order to determine what are the positions which might be considered as being top management of the CBC, and I'll start—stop management. Mr. Ouimet—that is top management. Mr. Briggs, that is top management. You, are you considered top management?

(English)

Mr. WALKER: That is right.

(Translation)

Mr. GRÉGOIRE: You are in top management. Mr. McGall?

(English)

Mr. WALKER: Yes.

(Translation)

Mr. GRÉGOIRE: Mr. Hogg?

(English)

Mr. WALKER: Yes. I would regard him so.

(Translation)

Mr. GRÉGOIRE: Mr. Haggan?

(English)

Mr. WALKER: We do not clearly define it that way but I would regard Mr. Haggan as middle management.

(Translation)

Mr. GRÉGOIRE: Now, as far as Mr. Hogg, then, it's top management. And now we are coming into the middle management. Mr. Haggan is in middle management. Mr. Campbell?

(English)

Mr. WALKER: Well, in the area of middle management, yes.

(Translation)

Mr. GRÉGOIRE: That is what you call middle management. Mr. Gauntlett?

(English)

Mr. WALKER: There you are getting into what I regard as the supervisory area and I regard him as a front line supervisor directly associated with the supervision of that program.

(Translation)

Mr. GRÉGOIRE: After top management, you have middle management including Mr. Haggan and Mr. Campbell. And now, with Mr. Gauntlett, we are coming into a third category, which is the supervisory level. So it is neither top management nor middle management, but supervisory. Mr. Gauntlett.

(English)

Mr. WALKER: Program supervisor, yes.



(Translation)

Mr. GRÉGOIRE: Mr. Gauntlett is in that section. Is Mr. Leiterman in the supervisory level, in that area?

(English)

Mr. WALKER: As a producer he is management.

(Translation)

Mr. GRÉGOIRE: So now we are going into a fourth level of management?

(English)

Mr. WALKER: I suppose you could say a fourth level although we do not clearly define the various strata of management. If one wants to be formal about it producers are management. Mr. Gauntlett is a program supervisor and Mr. Haggan's level you would identify him, and I suppose I would, as middle management. If you are talking about top management I suppose everyone at head office must be regarded as top management; it is that simple. But, we do not look at it that rigidly or classify our management levels in that rigid strata system.

(Translation)

Mr. GRÉGOIRE: But you can mention, in top management, for instance, four echelons—the president, Mr. Ouimet, Captain Briggs, you, Mr. Walker, and Mr. Hagg. These are localized in top management.

(English)

Mr. WALKER: Yes.

(Translation)

Mr. GRÉGOIRE: There was an organization chart, Mr. Chairman, and I see that there are more than nine levels of management and more than four of top management. Mr. Walker, would you not agree?—but before, I want to ask another question. If Mr. Leiterman, for instance, is not satisfied with certain decisions which have been reached, he writes to Mr. Gauntlett or he talks about it to Mr. Gauntlett. He, in turn, talks to Mr. Campbell and so on and so on all up the ladder right up to Mr. Ouimet. Is this the way things happen in the normal course of events?

(English)

Mr. WALKER: No sir, it is not the way things happen in the normal course of events. In the normal course of events there is no need to follow a long chain of reference. There is only a need to refer to the medium level of supervision, even wants to refer again to "Seven Days". There is no need to go beyond the first line supervisor. In terms of interpretation of policy certainly for guidance on matters that might be severely controversial, there is no normal line reference up to the top, and it is quite unnecessary; we do not expect it.

(translation)

The CHAIRMAN: Mr. Grégoire, could I ask you a question? Do you have any particular interest in questioning Mr. Walker on this subject? If not, the

president will be questioned on all these questions about the management of the CBC. If you have particular reasons for asking Mr. Walker—

Mr. GRÉGOIRE: I was questioning Mr. Walker on this because he seems to be the link between the lower echelons and the higher echelons, and Mr. Walker seems to be aware of the problems of the higher echelons and the lower echelons at the same time. After having established the series of echelons, I would like to ask Mr. Walker whether he does not believe that it is precisely the great variety, or the great number of echelons, which is the cause of a lack of communication between management and the level of programme production.

The CHAIRMAN: You want Mr. Walker's opinion on that?

M. GRÉGOIRE: Yes.

(English)

The CHAIRMAN: It is your right to ask for it, but as this is a matter of opinion I think I should warn the witness he is free to give you an opinion on this, or to withhold it.

(Translation)

Mr. GRÉGOIRE: Mr. Walker, do you think that the tremendous quantity, or number of echelons between program production and top management might constitute what has been recognized as being a lack of communication between management and the program department?

(English)

Mr. WALKER: Well, I would just answer briefly because I would like the president to deal with organization. I think it is better if he does. But, I do not recognize the organization pattern we have does inhibit the conducting of our program affairs in any shape at all. Where it fails, if it does—and, I only recognize failure at this moment in a particular unit called "Seven Days"—it is because the people who are sitting in these responsible positions, mainly in the front line of management or supervision somehow or another have not contained a situation that has been very distressing for us and for you gentlemen here. I think it is unnecessary that it has been allowed to have drifted on as it has and emerged into this kind of problem. Therefore, I think it is not the organization. I do not accept that the organization lines are too long, but they are essential. I believe it is a people problem, and I would rather stop at that point and not answer any further.

(Translation)

Mr. GRÉGOIRE: Mr. Walker, do you think that there has been enough direct contact between yourself and the persons involved in the problem, that is Messrs. Gauntlett, Leiterman, Watson, LaPierre, do you think there was enough direct contact between you?

(English)

Mr. WALKER: Yes, I do, sir.

Mr. GRÉGOIRE: You believe that?

Mr. WALKER: Yes.

Mr. GRÉGOIRE: There was not enough?

Mr. WALKER: Oh no, I believe there has been enough contact but somehow another it has not worked.

(Translation)

Mr. GRÉGOIRE: Did you meet Mr. Leiterman often?

(English)

Mr. WALKER: No, very rarely.

(Translation)

Mr. GRÉGOIRE: And you think that there was enough contact between you?

(English)

Mr. WALKER: Yes, quite sufficient.

(Translation)

Mr. GRÉGOIRE: Mr. Chairman, I would conclude, and say that there are too many chiefs and not enough Indians. That is the general problem.

(English)

The CHAIRMAN: I do not have any other members on my list.

Mr. MACKASEY: Mr. Chairman, I want to ask you if perhaps in view of the fact that Mr. Ouimet is here if you could ask him tonight whether or not we could get the president's study group report and also the 72-page memorandum on the comments of management on the president's study group report. I think they are fundamental if we are going to establish whether this problem is peculiar to "Seven Days" or general in the field of program or producing. I know I would be able to act a little more intelligently when discussing these matters with Mr. Ouimet if I had an opportunity to see this report first.

Mr. McCLEAVE: And, Mr. Chairman, could we have the president's comments on management's comments on the president's study group report? I think we should have that as well.

Mr. MACDONALD (*Prince*): Mr. Chairman, I have two short questions I would like to ask. First of all, you mentioned earlier this evening that the contracts with regard to next year's program would not be renewed until sometime in the future. Would they not have to be renewed fairly soon? If not, I am wondering why it was necessary then to inform Mr. LaPierre and Mr. Watson that their contracts would not be renewed during the period while the program was still under way in its present year.

Mr. WALKER: Well, I think I have given my answer in the previous evidence of last week to that question. However, it is quite normal practice in all programming and all broadcast systems of the world to give notice at an appropriate time and usually this is before the end of a season and a series.

Mr. MACDONALD (*Prince*): Did you also inform the other participants in the program who have not been informed that their contracts were not going to be renewed that they could expect to have the contracts renewed for next fall?

Mr. WALKER: No; this is subject to negotiation.

Mr. MACDONALD (*Prince*): Is it normal that it would be left this late with regard to a program slated for next fall?



Mr. WALKER: Certainly.

Mr. MACDONALD (*Prince*): When Mr. Grégoire questioned on the different levels I noticed an absence of Mr. Hallman's name. Where does he fit in on the scale?

Mr. WALKER: Mr. Hallman is vice president of programming and his main concern, which is a very great responsibility, is in the area of policy.

Mr. GRÉGOIRE: Is he under or over you?

Mr. WALKER: No, he is one of my colleagues alongside of me.

Mr. GRÉGOIRE: Mr. Hogg reports to both of you?

Mr. WALKER: No, he reports to me, sir.

Mr. GRÉGOIRE: He is not in the same line.

Mr. BRAND: Mr. Chairman, I have one short question. In view of the fact that apparently these contracts will not be renewed, and this apparently seems to be a fairly definite decision, is it not?

Mr. WALKER: Yes, it is a decision of the board.

Mr. BRAND: What then, sir, would you envisage as the role that Mr. Stuart Keate is going to carry out in his negotiations?

Mr. WALKER: I understand that he is acting as mediator.

Mr. BRAND: For what purpose if there is going to be no change?

Mr. WALKER: I cannot answer that; I did not appoint him.

● (10.00 p.m.)

Mr. PETERS: Could I ask one other question? Does it fall within your purview to know anything about the recommendations made by advertisers in relation to "Seven Days"? For instance, could we have a copy of the representations that were made on two situations, the automobile manufacturers who are the promoters of two or three programs that have been done on automobile safety and on the inhibitor of salt, and also by insurance companies over the pension plan?

Mr. WALKER: What was your question, sir?

Mr. PETERS: Could we have copies of the representations that were made by the automobile manufacturers and the insurance companies in terms of advertisers?

Mr. WALKER: Yes, I think this information could be tabled. I gather what you are asking for—if I understand you correctly—are those occasions, and there have been a few, when advertisers have protested about some reference to their product, be it a car, a cigarette, or that sort of thing. This could be tabled.

Mr. FAIRWEATHER: You mean to say advertisers have complained?

Mr. WALKER: Not associated with the program, of course.

Mr. PRITTIE: What is the information that Mr. Fairweather is asking for? Could we be informed what it was about? Was he asking for the numbers or



letters that the CBC have received concerning "Seven Days"? What precisely were you asking for, Mr. Fairweather?

Mr. FAIRWEATHER: I want the number of either Canadians or otherwise who have written one way or another to the CBC about the changes in the program. I did not want to put a group of people thumbing through a pile of paper. If it's easy to get, I would like it.

Mr. PRITTIE: I would like to say something further to that, Mr. Chairman. I believe the "Seven Days" unit also receives mail. Would the head office know the amount of mail they have received on this subject?

Mr. FAIRWEATHER: I want all the mail, not just the head office mail.

Mr. WALKER: You must understand, sir, that much of the mail is directed personally to people on the program. We would have no record of this, I would think. I am not certain of this but I do not think we would have a record of personal mail, and certainly we would not have any information on what is said in personal mail.

The CHAIRMAN: I think the members are referring to what was mentioned in the evidence earlier—I do not know if it was mentioned by you or by someone else from the "Seven Days" unit—that there is a service that gets this mail and answers it.

Mr. WALKER: That is correct. I was simply saying that that service would not be aware of the personal mail that is directed to the people on the program.

Mr. PRITTIE: But you get mail at Ottawa and they receive mail in Toronto, part from their personal mail.

Mr. PRUD'HOMME: I have a very short question, Mr. Walker. Is there any incompatibility of character between you and LaPierre?

Mr. WALKER: None at all that I am aware of.

Mr. PRUD'HOMME: Would you say Mr. LaPierre is more or less typical of French Canada—the way he talks and reacts on TV—and that you would be more or less typical of English Canada?

Mr. WALKER: I would rather not answer that. I will answer on my own behalf. I may be typical, I do not know.

Mr. GRÉGOIRE: It was advocated last week, I think, that the sittings of the Committee should be televised. Would you favour that in view of the scarcity of programs? Do you think it would be a good public affairs program?

Mr. WALKER: I think it would be exciting and interesting.

Mr. PRUD'HOMME: I am afraid we would have to be here all year.

The CHAIRMAN: The Committee will sit tomorrow at ten and again tomorrow afternoon after the question period. I want to thank Mr. Walker on behalf of the Committee.











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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 12

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TUESDAY, MAY 10, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESSES:

M. J. Alphonse Ouimet, President, Canadian Broadcasting Corporation;  
and Mr. H. G. Walker, Vice-President and General Manager, Network  
Broadcasting (English), C.B.C.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE

ON

BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,	Mr. Hymmen,	Mr. Prittie,
Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Johnston,	Mr. Prud'homme,
Mr. Bécharde,	Mr. Lewis,	Mr. Richard,
Mr. Berger,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Sherman,
Mr. Brand,	Mr. Mackasey,	Mr. Stafford,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stanbury,
Mr. Fairweather,	Mr. McCleave,	Mr. Trudeau—(25).
Mr. Grégoire,	Mr. Nugent,	

M. Slack,

*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

TUESDAY, May 10, 1966.

(21)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 10.10 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Asselin (*Charlevoix*), Basford, Béchard, Berger, MacDonald (*Prince*), Mackasey, Macquarrie, McCleave, Pelletier, Prittie, Richard, Stafford, Stanbury, Trudeau—(20).

*In attendance: From the Canadian Broadcasting Corporation:* Mr. Alphonse Ouimet, President; Mr. H. G. Walker, Vice-President and General Manager, Network Broadcasting (English) and Mr. Guy Coderre, Vice-President, Administration.

The Chairman made a statement regarding documents and films requested from the CBC and advised that the steering subcommittee would consider the matter of production of certain papers.

Mr. Ouimet was recalled and he made a further statement dealing with the CBC national service including distribution, production and quality of programs, and awards won by the CBC. The witness also explained the organizational structure of the CBC (English) by use of charts.

Mr. Ouimet was examined on his statement as well as on matters relating to the "Seven Days" television program.

The examination of the witness still continuing, at 1.00 p.m. the committee adjourned until 3.30 p.m. this afternoon.

## AFTERNOON SITTING

(22)

The Committee resumed at 3.50 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Basford, Béchard, Berger, Brand, Cowan, Dirweather, Grégoire, Johnston, Lewis, MacDonald (*Prince*), Mackasey, Macquarrie, McCleave, Pelletier, Prittie, Prud'homme, Richard, Stanbury, Trudeau—(20).

*In attendance: (Same as at morning sitting).*

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary counsel.

The Chairman presented the Sixth Report of the *Subcommittee on Agenda and Procedure*, (as corrected) dated May 10, as follows:

Your subcommittee considered the requests to the C.B.C. for tabling of the following documents:

- (a) Report of President's Study Group and management's reaction to this report.
- (b) Correspondence from advertisers who objected to segments of "Seven Days".
- (c) Transcript of Mr. Ouimet's closed circuit address to C.B.C. employees.

After consideration, your subcommittee recommends:

(1) That we recognize that the C.B.C. has a valid objection to tabling the report of the President's Study Group and management's reaction to this report, and therefore we should not press for production of these reports.

(2) That correspondence from advertisers who objected to segments of "Seven Days" should be tabled, subject to the C.B.C. receiving prior approval of advertisers.

(3) That the transcript of Mr. Ouimet's closed circuit address to the C.B.C. employees should be tabled.

Your subcommittee also recommends that on Thursday, May 12 the Main Committee hear Messrs. Désorcy, Thibault and Marce Ouimet of the French network, as the President of the C.B.C., Mr. Alphonse Ouimet, will not be available.

The Sixth Report of the Subcommittee, as corrected, was adopted.

After discussion, and by unanimous consent, Mr. Mackasey renewed his request for the production of the report of the President's Study Group. Mr. Ouimet made a statement giving his reasons for not tabling this report.

On motion of Mr. Lewis, seconded by Mr. Fairweather, the Committee agreed that the steering subcommittee should consider the matter of calling Mr. M. A. Harrison of the President's Study Group as a witness before the Main Committee.

By agreement, Mr. Walker was recalled and further examined by Messrs. Cowan and McCleave and then permitted to retire.

Mr. Ouimet was recalled and further questioned on various matters including the report of the President's Study Group, the organizational structure of the C.B.C. (English) and programming policies including the "Seven Days" program and production staff.

The further examination of Mr. Ouimet being deferred, at 6.00 p.m., on motion of Mr. Basford, seconded by Mr. Allard, the committee adjourned until 9.30 a.m. on Thursday, May 12.

M. Slack,  
Clerk of the Committee

## EVIDENCE

TUESDAY, May 10, 1966.

(10:10 a.m.)

(translation)

The CHAIRMAN: Order please. Your sub-committee met during the lunch-hour, and discussed primarily the question of production or tabling of documents which have been requested, three of them in particular. It recommends as follows:

(English)

With regard to various requests that were made for films and documents, I would like to tell the Committee that the CBC is working hard, I am told, in getting the excerpts of "Seven Days" that some members wanted to see.

So far as the documents are concerned, there are a few questions that your steering committee would like to discuss before giving advice to the Committee as a whole, and the steering committee will have a meeting at noon; therefore, at this particular angle could be allowed to stand until this afternoon's meeting. The steering committee would probably be able to clear the picture and give you a recommendation that would avoid any wasting of time on the Committee meeting itself.

Is that agreed?

Some hon. MEMBERS: Agreed.

The CHAIRMAN: We are going to hear Mr. Ouimet this morning.

Is Mr. Allard here? Apparently he is not here yet. Mr. Cowan? He is not here. Mr. Prittie?

Mr. PRITTIE: Before I start, Mr. Chairman, does Mr. Ouimet wish to say anything more? I see a lot of charts being produced. Do you wish to continue with some explanation, Mr. Ouimet, before the Committee begins questioning you?

Mr. J.-ALPHONSE OUIMET (*President, The Canadian Broadcasting Corporation*): I do not know exactly how you propose to proceed, but if you start looking into the organization of the Corporation, or its role in the broader questions, then, yes. I would like to have an opportunity at least to explain to you what our Corporation does in terms of its stations, its production, its dimensions, and then get into the organization, because if you do that without relating it to the purpose and role of the Corporation I do not think it would be useful; therefore, I would like to have this opportunity—

Mr. PRITTIE: I wonder if other Committee members would like to express themselves on this, to see whether they wish to proceed with the questions posed on the statement which Mr. Ouimet read last week, or whether they want to hear a further explanation of the organization.

Mr. RICHARD: It might be a good thing to get the whole story and then revert to questions.



The CHAIRMAN: Are there any other views to be expressed on this?

Some hon. MEMBERS: Agreed.

Mr. OUMET: Mr. Chairman, I will try to be as brief as possible.

What I am going to describe to you is a fairly large operation. As you know, the CBC is charged with the provision of a national service to all Canadians—a national service of radio and television in French and in English. It does network programming and network operations, but it also includes regional and local programming and operations.

To start with the easier matters, at the beginning I think I should mention briefly something about our coverage, because it affects our organization to a great extent. If we were operating in one city we would be organized very much differently than we are, operating as we do right across Canada, and having many offices and studios and transmitters right across Canada.

I do not have to stress to you that we have a big problem in terms of coverage. Canada is the second biggest country in the world, and our distribution problem is one of the toughest ones in the world. In the first place, our television network is the longest east to west network in the world. It is over 4,000 miles in length, and we operate in seven time zones. That introduces further complications in terms of programming and in the distribution of programs.

One point I would like to mention to you is that we are not self-sufficient in our distribution. This is a very important consideration. We are the only national system in the world, I believe, which is not self-sufficient in its distribution. We work through affiliates—commercial, private stations—which have been doing a very good job in distributing our programs; but they do not distribute all of our programs because their first duty, of course, is to the shareholders, and that is to balance their budget. Therefore, their aims and objectives are not quite the same as ours.

I might mention to you—and you may be interested to hear—just a few statistics. There are 480 stations on our networks. This is radio and television in English and French. I should mention here that I am talking only about the national service. There is also the international service of the CBC which I am not going to discuss this morning, but which does an important job. There is also the northern service of the CBC which covers the far north. The figures which I am going to give you include the stations in the far north. We have 373 stations, either mother stations or repeater stations, or satellites, on the English network and 107 on the French networks.

If we take television only we have 44 stations—11 large ones which we own and 23 re-broadcasting stations; we have 38 affiliated large stations and affiliated re-broadcasting stations. On the French side we own 14, and we have 35 stations affiliated to our network; with a total of 222 on the television side and 250 on the radio side.

I think this is enough to give you an idea of the dimensions of the service in terms of its distribution. I mention this because it is important to note that this is not a localized operation; it is a coast to coast operation; and furthermore, it operates from Inuvik right down to the border.



Now, we get about 93 per cent coverage in television and 98 per cent in radio. The last seven per cent in television, of course, will be much more costly than the first seven percent of coverage. It is very difficult ever to attain—if not impossible to attain—100 per cent coverage.

Now, on the coverage side we constantly receive demands and requests—some of them heard in the House—to extend our coverage. As you know, this is one of the pressures on the CBC. That extension of coverage we would be pleased to provide at any time the money is available to do it. But there is a limit to what can be done, because the costs per capita are increasing rapidly as we approach saturation point.

I have spoken of distribution to get it out of the way. Now I want to talk about programs. You may not know this, but we are the largest single program-producing organization in the world—at least, in the western world—so far as I know. I say the western world because I do not know what is happening in Russia, and I have an idea that Japan is a really very large producer. But in my statement about the CBC being the largest producer of television programs in the world I include all the European countries that I know of, including Britain—the BBC. I am not saying that the CBC alone produces more programs than Great Britain produces. I am saying that we are producing more TV programs—and I am talking about TV now—than France, Italy and the BBC, or, at least, the BBC until they got their second network. I am not too sure now about the statistics, because their second network is a fairly new operation.

Why have we got to produce so many programs? First, because we operate in two languages. Nobody in the United States does that and nobody in Great Britain does that and nobody in France or Italy does that. They do so in Belgium and in Switzerland, but on a much smaller scale than we do.

The second reason why we are such large producers of programs is that we have a relatively well-developed regional broadcasting operation. In the United States I do not think anybody worries about developing the talent of Denver or St. Louis, but in Canada we do certainly give a lot of attention to the development of the talent at what we call the regional centres—Vancouver, Winnipeg, Halifax, Edmonton, Quebec and St. John's.

The third reason why we are such a large producer of programs is, of course, our proximity to the United States. If we were in New Zealand or Australia we could start, perhaps, at six o'clock in the evening, or five o'clock, and close down at eleven—and people might be happy with that; but in Canada over 50 per cent—the figure is probably 55 per cent—of the population can receive American stations directly. Therefore, if we are not on the air with Canadian programs, Canadian people will get into the habit of viewing American stations. There is such a thing as habit-forming in viewing, which develops a loyalty to a station, and then it is very difficult to get the viewer to come back, or to remember that at a certain time another station is coming on the air.

Now, we produce more French language programs than are produced by R.T.F. in France; and taking our regional production as well as our network

production, I believe we produce more English language programs than the B.B.C. Taking the French and English output of the Corporation it is larger by far than any of the American networks, whether it be N.B.C., C.B.S., or A.B.C.

I am trying to give you the dimensions of the Corporation at this stage.

Mr. LEWIS: I want to ask the president to tell me what he is talking about. Is he talking in terms of hours on the air?

Mr. OUIMET: I am talking about hours.

Mr. LEWIS: Hours of general programming, or hours of programming that are produced with Canadian talent only?

Mr. OUIMET: I would say the total number of hours, as well as hours produced in our studios here in Canada, with Canadian talent; in either case.

Mr. LEWIS: You say that in the latter case there are also more hours of original broadcasting than the B.B.C.?

Mr. OUIMET: Yes; with one reservation, and that is that I do not know what has happened in the last few months with the B.B.C. 2, which is a second network; we have only one network. They have established a second network, and to the extent that they have developed this second network, and since we have only one network, the statistics of the statement I have made might have to be changed.

One thing I should mention while we are talking about statistics is that we produce our programs at a fraction of the cost of the programs produced in the United States or in England; we produce them with fewer staff; and we produce them with a greater output per studio than any organization I have mentioned. The output in Montreal—and Montreal is our largest production centre—per studio there is the highest per studio that we know of; and C.B.C.'s output per man, per employee, is also the highest we know of; per dollar it is also the highest we know of.

I am making these statements because there have been charges of inefficiency and suggestions of mismanagement. Now, there is room—

● (10:30 a.m.)

Mr. MACKASEY: You mean here or general?

Mr. OUIMET: General.

Mr. LEWIS: In reports, I think you said.

Mr. OUIMET: In published reports over the years; and, it is not every day that I have occasion to give the over-all facts which help to understand better some of the charges I have referred to. I have said there is room for improvement; there are a great number of things we would like to improve. There are a great number of steps we already have taken to make improvements. But, we have to be careful in this search for what I might call the physical or the dollar efficiency not to affect the creative productivity. This is always the delicate balance we have to keep within the Corporation.

Now, I have talked about quantity up to this point in hours. I would like to say a few words about the quality of the service. In this regard it is difficult for the president of the organization concerned to be entirely objective about a

assessment of quality, but I will make a statement and then if anyone wants to challenge it we can discuss it. I will make the statement that the C.B.C. has been and is putting out today one of the best over-all services in the world in terms of range of programming, of variety of programming, of professional quality of the programs, in terms of cost of programming—and we do it in two languages. I think we should be proud of what is being done in Canada and I think that Canadians generally are proud of the C.B.C.

Mr. LEWIS: It is a pleasure to agree with Mr. Ouimet.

Mr. OUMET: Thank you. I would like to situate all of this in reference to what Canada is. I have said that the CBC is providing one of the best program services in the world in two languages, and yet we must realize that although Canada is a very large country geographically it is very small in terms of its population. Furthermore, what has been accomplished has been accomplished with a base of 14 million English speaking Canadians and 6 million French speaking Canadians. I think, when you relate the output, the accomplishment to the size of the country in terms of its population and, therefore, in terms of its resources—which I think, talentwise, are very great—the achievement is even more obvious.

Someone has said that the development of CBC TV, which, after all, started only in 1952—it is only 14 years old—has been one of the most remarkable peacetime achievements. I am not talking only in terms of technical achievement; I am talking about the whole thing, organizing the people, training them, development of the talent and the production of programming. It is the over-all I am talking about.

Now, we have a big test ahead of us this year and next year. We are preparing this year for probably our biggest test yet. We have the centennial to deal with. We have to see that the CBC commemorates this great occasion in a proper way on television and radio. It is a big job we have to attend to. We have Expo to deal with, which is another big job to attend to. I was talking about centennial and, just to give you an example, the Pan American Games in Winnipeg will be one of the biggest things we have ever covered. Then, at the same time, we are developing colour. The change from black and white to colour is one of the huge projects that we have before us which is going to require the energies of all people in the Corporation.

I have said something quickly about quality; I will make another statement, that our quality per dollar spent is the highest that you can find among the organizations I have mentioned; and even in absolute terms we have won, I think you will agree, a sufficient number of international awards in competition with all the organizations of the world to establish the fact that we have an international reputation. I do not think you want me to read the 38 major awards that we won, 20 of them internationally in recent times. But, let me mention a few of the most important ones. There was the American International Emmy award won by Le Barbier de Séville, which was produced on the French network; The Silver Rose of Montreux won by a Wayne and Shuster Social; the Italian Press Association Prize and the Italia Prize won by *Indez-vous* with death; the Government of Metropolitan Tokyo prize won by



Old and New Dimensions of Democracy at the Japanese Prize competition; the CIDALC—I used to know what that meant but I have not checked it so I will not try to tell you at this point—the Rene Barthelemy Prize won by Romeo and Juliet at the International Festival of Light Music and Song—wait a minute; no, it was at the Monte-Carlo International Television Festival; and all the first prizes at the International Festival of Light Music and song at Sopot, Poland, won by Monique Leyrac, representing the French network.

Mr. LEWIS: What was the Romeo and Juliet one?

Mr. OUIMET: This was a ballet.

Mr. LEWIS: I thought you said light music.

Mr. OUIMET: No, but it was in the category. I read two sentences together here. Then, there was special recognition this year gained by a production of This Hour has Seven Days, "Summer in Mississippi", which won seven international awards. Now, I am not going to read the others; I just wanted to mention these to you.

Mr. LEWIS: Including the sleazy part?

Mr. OUIMET: We did not win any awards for the sleazy parts.

Mr. STANBURY: Well, Romeo and Juliet is not too pure.

Mr. OUIMET: Another thing I should mention is that the various inquirers or inquiries into the Corporation which have had much to say about the structure of the C.B.C. or the organization of the C.B.C.—for example, the Glassco or Fowler Commissions—never have criticized C.B.C. production, never have criticized, except in the Fowler Report, where they agreed with us that we had too many American programs in prime time, and a few other things we had suggested strongly to the Commission. Unfortunately, they did not provide the money to make the improvements.

I am suggesting to you, while admitting there is room for improvement that there cannot be something so fundamentally wrong with the Corporation or an organization which year in and year out turns out such internationally recognized good productions at a cheaper cost than apparently anyone else can achieve, and under impossible geographical conditions—and, I will add, within a very controversial system of broadcasting in Canada. This has not made things easy. We have devoted a lot of energy to make this system work and I am not talking about the C.B.C. here. I must say flatly that I think the discussions and criticisms of organizations that you have read about have been based on the organization which the C.B.C. had before one and a half years ago. It has been greatly improved and streamlined after a decision taken by the board in October 1964, and put into effect gradually on the English network first in the early part of 1965, and on the French network, I would say, around March or April, 1965. So, the organization that we will be discussing or should be discussing is the organization that we have today and not the organization that we had in 1962 or 1963 or 1964 because that is the organization that the report which you may have read dealt with. We have a new organization and I think, generally speaking, that already it has proven itself to be a good one although there are still certain things we would like to do to it. Furthermore



he organization itself is not yet fully effective in the sense that there are a lot of new people in it and it takes time for a change such as this to settle down.

I think I should stop at this point, and if you wish to discuss organization I have had charts brought here for that purpose; so I will be glad to do that, at your wish.

Mr. MACKASEY: Mr. Chairman, I was late and I apologize. May I ask did you have a chance to discuss with Mr. Ouimet the tabling of the president's study group report?

The CHAIRMAN: No. I announced to the Committee there were some aspects of this that the steering committee wanted to consider before making a recommendation to the Committee. The steering committee is meeting at lunchtime.

Mr. MACKASEY: You mean as a result of the conversation with Mr. Ouimet or as a result of my request?

The CHAIRMAN: As a result of your request and a conversation with Mr. Ouimet; but there are points in it the steering committee would like to have a look at. We secured permission from the Committee to do that at lunchtime, and the steering committee will come back with a recommendation this afternoon.

Mr. MACKASEY: Do you realize, Mr. Chairman, I have the right to make a motion here that would have the effect, if carried, of circumventing any wishes of the steering committee?

The CHAIRMAN: Oh yes. All the steering committee will come forth with its recommendation to the Committee, and the full Committee then is free to do whatever it wishes with it. All we ask is a chance to consider this and see what we think the Committee should do.

A situation has developed here. When we first went to questioning the two people at the top of the list were Mr. Cowan and Mr. Allard. These were bypassed; but, now that the question period has been put off until later I suppose I should follow along.

Mr. PRITTIE: Mr. Chairman, I would be agreeable to Mr. Allard proceeding at this point and then I would be willing to follow him.

Mr. COWAN: Mr. Chairman, I have no questions to put to Mr. Ouimet; it is Mr. Walker I wanted to speak to, and that is what I mentioned the other day.

Mr. MACDONALD (*Prince*): Mr. Walker was here last night.

Mr. COWAN: I said I would not be here on Monday, and I told the Chairman that. If we, as members of Parliament, have to accommodate ourselves for the benefit of the employees of the CBC I would like to hear about it.

Mr. MACDONALD (*Prince*): Mr. Cowan, Parliament sits on Monday.

(*Translation*)

Mr. ALLARD: Mr. Ouimet, if I understood correctly your statement at this stage, you are offering to have us ask you questions more particularly on the subject of the organization, the highlights with which you have just dealt.

Mr. OUMET: Certainly, but if we are to deal with organization, I believe that before putting questions I should be given the opportunity of describing to you the organization chart of the CBC.

Mr. ALLARD: I am completely in agreement. I do not know whether the Committee will agree. Is your statement going to be a long one?

Mr. OUMET: Oh no, certainly not.

Mr. ALLARD: So that you could make your statement complete?

Mr. OUMET: This will depend on the questions put to me.

Mr. ALLARD: And then we could ask questions after your complete statement.

(English)

Mr. LEWIS: We have had organization charts filed.

Mr. RICHARD: It would be a good thing to have them described.

Mr. LEWIS: If the president is going to describe the organization could he do it more briefly by looking at the charts that have been filed?

Mr. OUMET: I have the same charts in larger form, and you have the small charts before you. It may be difficult to see this at a distance. I would say, unfortunately, this is not a bilingual chart but we have one at the office in the French language.

The organization of the CBC is divided into four operating divisions corresponding to the operation I have just described. There is an English language network division, a French language network division, the regional broadcasting division and the international service division. I am going to describe only one of those divisions and that is a network division. It is the same thing for "English Network" and "French Network."

Now, what we have here—and I will follow the line of authority because this was one of the questions raised yesterday—is a vice president and general manager in charge of this division. By the way, if this were CBC, it would be a separate company and it would be headed by a president. We have a vice president and general manager, and he has an assistant general manager under him.

● (10:50 a.m.)

Mr. MACKASEY: Could you name names?

Mr. OUMET: Mr. Walker is the vice-president and Mr. McGall is the assistant general manager.

Mr. LEWIS: May we interrupt you, Mr. Oumet? Mr. Walker is located in Ottawa but Mr. McGall, I gather, is located in Toronto. Is that correct?

Mr. OUMET: This is right. I would be glad to deal with this oddity later on.

Mr. LEWIS: I do not think it is odd; it is very sensible!

Mr. OUMET: The important thing is that the line of authority flows to the three important services: Television, radio, and news and public affairs. Before

we made the changes in the organization, news and public affairs were part of the over-all organization, just like drama, school, and farm programs. We have lifted it out in order to be able to give it the attention it deserves; it has become more important with time. However, the important thing is that there are three major services within the division. There is nothing we can do about it; we operate in television, we operate in radio and we have decided to have news and public affairs separately from the two in order to give it the importance that it has acquired over recent years.

You have then this triple department set up here. By the way, television is the largest of the three departments.

Mr. MACDONALD (*Prince*): Who is the head of television?

Mr. OUMET: Marce Munro in Toronto. I am going to give you the English network names here. He has under him four heads, one in operations, one in programs and one in sales. His program director has under him a number of supervisors. We have only shown six of them here and we have not labelled them. Actually, we probably have at the moment something like ten supervisors. Under the supervisors we have the producers.

Mr. LEWIS: Who is the program director, what is his name?

Mr. OUMET: His name is Doug Nixon. I think you are interested in the line of authority. There is a very clear line of authority, without any division, with respect to authority over programming or authority over expenditures. You have a man who is responsible for everything that is done for the English network. He has a man under him who is responsible for everything in the television field in the English network. Because television is more than just a program content and involves studios, facilities, and films, you have more than one program director here. Under him, if we just take programs, there is the program director who has direct responsibility for any program that comes out of the television area. However, there is such a wide range of programs that he has a number of supervisors under him, and any one of them has the full responsibility for what the producers do in that particular area. There is a direct line here. And then I will show you the head office organization. I thought I would start with the divisional organization first.

Radio is organized in about the same way but it is simpler, it spends less money. It is less costly and it has not got as many components in operation as television. One new thing we did was the separation of television and radio, which was a very important step forward because, in the past, the responsibility for programming included both, with the result that radio, which was already established and did not offer as many problems, did not get the attention that it should have had. That is why we separated the two. What we have been talking about was the area of news and public affairs which you see here. We have lifted it out of television.

Mr. MACKASEY: On what date was that done?

Mr. OUMET: The decision was taken in October 1964, but it was December 1964 when put into effect in Toronto, I imagine.

Mr. MACKASEY: Was this change one of the recommendations of your F.S.G.?



Mr. OUIMET: Not entirely. We thought that some of their recommendations were not the best.

Mr. MACKASEY: But what about this particular change?

Mr. OUIMET: The separation of television and radio had been discussed with the P.S.G.—this was a group working for me—and I had mentioned to them that they should look into the separation of these two. They were not in favour of separating news and public affairs but we thought they should be separated. By the way, the Fowler Report—and this is one point where we agreed completely with them—thought that was a very good move. I think the experience we have had recently proved that it was a good move. We have lifted this out from the rest of the organization. At the head is Mr. Hogg, and under him he has news, and public affairs headed by Mr. Haggan. The head of news is Mr. Don MacDonald. This is a simplified chart; it does not show the supervising producers. We group the production staff together. We put a special block here to include special programs. You may be interested to know that at the time we had in mind the possibility that programs such as "Seven Days", which were quite involved in themselves, might well be taken out of the over-all range of public affairs in order to shorten the lines of communication.

Mr. STANBURY: You were drawing a comparison with the C.B.S. Would there be a division between news and public affairs under the direction of news and public affairs in C.B.S.?

Mr. OUIMET: There is no division between news and, at least, current affairs. I am not too sure about the rest of public affairs. In our case public affairs includes not only current affairs but women's broadcasts, such as *Take Thirty*, *Business Barometer*, and many other programs. In CBS it is called news and current affairs. There are two practices in the world today with respect to the treatment of this very important area of broadcasting. In the United States they have merged news and current affairs but in Britain the B.B.C. has kept them separate. We have kept them separate in our own reorganization, but we have to give a lot of attention—and we were giving a lot of attention before this emergency took place—to the problem of the definition of the relative responsibilities of the two. That is one of the problems: What constitutes news and what constitutes a public affairs show.

Mr. STANBURY: Are you reconsidering the existence of a division between these two?

Mr. OUIMET: I would not say that we are at that stage but we are considering all possibilities. I would not like to point that one out as the only possibility we are considering. Frankly, we do not know exactly what we will do, but we have to solve a new problem. By the way, this is a new problem. The thing I want to point out to you is that the difficulties we are having today are of a new kind and they correspond to an evolution in television, a development in television, and also an evolution in journalism. We did not have those problems three, four or five years ago; they are new, and so we are looking at them. That is why an organization—whether of the C.B.C. or of any other corporation—is a dynamic process. It is a sort of organic process; it has to keep changing with the changing requirements.



While I have the chart here I would like to point out to you that the problem we have been discussing, the "Seven Days" problem, is one which takes place in this particular area (on the chart), which has not been developed. There are actually four subdepartments under production staff, and it is in one of those subdepartments that the problem is taking place.

Mr. MACKASEY: Would you define the problem so we can understand it? You keep coming back to "the problem".

Mr. OUIMET: The problem we have had with "Seven Days". I think we would therefore examine it in the total perspective of a divisional operation where you have what I mentioned, drama, school, farm, children's programs, the bulk of the operation of this division is in here, not in here. This is only TV. You have radio here, and this is only the English network, however important it may be. We still have the two other divisions which are of equal size. We are talking here of an important problem, but in the total perspective of things I think it would be dangerous to generalize from this particular problem of the "Seven Days" program to the whole Corporation.

By the way, I have skipped these staff departments here. These staff departments provide services to the three main line departments. This one is the personnel group and administration. They take care of the personnel for the three branches. If we were in CBS, much of this would be assigned to each service. They have separated much more than we have. Each one of their major operations, such as television, radio and T.V.—and they have only one language in the first place—are separated. For example, the accounting, which here is done for everybody under the divisional comptroller, would be in great part decentralized into television and radio operations. We have not done this because we have to stretch our dollar much more, I think, than they have to, in the sense that they have 200 million people who can pay for their service and we have only 14 million.

Mr. MACKASEY: You mentioned personnel. Under whose jurisdiction does it come?

Mr. OUIMET: This is under Dave Tasker.

Mr. MACKASEY: Would you define personnel, because there has been some contradiction in some of the evidence on this point?

Mr. OUIMET: Personnel, administration and welfare is a staff operation.

Mr. LEWIS: It is not a hiring and firing job.

Mr. OUIMET: No, it is not.

Mr. MACKASEY: So the personnel of "Seven Days" would not have anything to do with it?

Mr. OUIMET: No, but if there were some problems in relation to a particular local of a union operating in here, it would be dealt with under divisional administration.

(translation)

Mr. BERGER: We were looking at where the problem existed insofar as "Seven Days" was concerned. If we go back to previous discussions on the part

of the Minister as well as officials of the CBC, if this is just the tip of the iceberg, how does the whole iceberg appear on the whole in this chart, where would the whole iceberg be located.

Mr. OUIMET: You know that it is hard for me not to be completely in agreement with the Minister. It was the Minister who made that statement—but I do not believe that Mr. Walker said anything else—that the entire iceberg was there in this section. I do not want to over-simplify, however. We do have problems to be solved in other sectors of the CBC but they are not problems of the same gravity as the one that we are considering and have been considering for the past few days.

(English):

Mr. LEWIS: In your chart of the news and public affairs sections it is a little unfortunate that you left out the supervisor level because that may be of consequence. When you described that part of your chart you said "you notice we have left out the executive producers", but you also left out, in the public affairs chart, the supervisory level under Mr. Haggan.

Mr. OUIMET: May I say that we did the same thing all the way through the chart? In other words, the program area supervisors are the general supervisors. By the way, this chart was prepared in 1964.

Mr. LEWIS: Does Mr. Campbell in Toronto come under the program area?

Mr. OUIMET: He would come as one of the four supervisors. The production staff would report to each one of the supervisors.

Mr. LEWIS: That is what I am talking about. Between the box which has public affairs in it—that is Mr. Haggan—and the box which has production staff we should put in another box saying supervisors.

Mr. OUIMET: Yes, but we might have to put others also. This is a simplified chart.

Mr. LEWIS: But in the two other parts of your chart you indicate two supervisors above the production staff, and in the public affairs section of your chart you do not indicate supervisors above the production staff.

Mr. OUIMET: This was something new. Here is the supervisor of news and here is the supervisor of public affairs.

Mr. LEWIS: What about the general supervisor?

Mr. OUIMET: So are these people.

Mr. STANBURY: In other words the people shown as the program area supervisors under the director of television are really on the same level as the general supervisor of news and the general supervisor of public affairs.

Mr. OUIMET: We tried to shorten that line. Actually, we have shortened because in this case it is a shorter path from the general supervisor of public affairs to the head of the division. This was one of the two purposes.

● (11.10 a.m.)

Mr. STANBURY: Apart from the length of the line, what you are saying that those people have the same general pay level, if you like, or the same responsibility, as the program area supervisors on the other part of the chart.

Mr. OUIMET: Yes.

Mr. LEWIS: Are there supervisors under the program area supervisors?

Mr. OUIMET: I think so, but I had better check.

There are executive producers; there are supervisors of production.

Mr. LEWIS: But in public affairs you have supervisors as well as executive producers?

Mr. OUIMET: Do you mean have we got executive producers other than in the "Document" and in the "Seven Days" series? Well, we have them on Festival".

Mr. LEWIS: I think you have an executive producer—and forgive me for telling you—in the program "Public Eye."

Mr. OUIMET: Yes.

Mr. LEWIS: Well, I do not want details. I want to make sure that we understand the situation. Between the general supervisor of public affairs and the production staff, which includes the producers, there is supervisory personnel; is that right?

Mr. OUIMET: Yes. One of the things I should add is that we are going to look at this particular department which is taking on more and more importance as television develops. Although we have already shortened the lines by taking it out from the general operations we will try and see whether we can shorten the line again. But I do not know at this time what—

Mr. LEWIS: Shorten the line and broaden your mind!

Mr. STANBURY: The allegation seems to be that in this instance you shortened it too much—from Mr. Walker right on down to the hosts.

Mr. OUIMET: This was a one occasion shortening.

Mr. BRAND: This is not what we are discussing.

Mr. OUIMET: If I may go on, you can imagine another chart like this one for the French network, and one quite a bit different for the regional broadcasting. But, frankly, I do not think you should bother with that at this stage.

Some hon. MEMBERS: Agreed.

Mr. OUIMET: Now, this chart (Basic Corporate Structure) which is now being presented is not drawn exactly on the same basis. We have here what we have been discussing, English Network Broadcasting. There is Regional Broadcasting, and French Network Broadcasting, and in the Regional Broadcasting you have the various regions which are headed by directors, Newfoundland, the Maritimes, the Prairies, British Columbia, the Ottawa area, the Northern area and the armed forces which is an important service, and the foreign offices and the Windsor station. Now, these reports here. The chart I have shown you is the chart that corresponds to the detailed breakdown of English Network Broadcasting and French Network Broadcasting, but if you follow the line of authority—and this was discussed yesterday—the head of English Network Broadcasting, like the head of the French Network Broadcasting—and, by the way, I should have mentioned the international service that



we do not seem to be too concerned with at the moment—all have the same line of reporting, which is right here. The staff vice presidents of the Corporation, who are responsible for financing, planning, engineering and for personnel—none of them is in this line; therefore, they do not lengthen the “line” which reports directly to the two chief executives of the Corporation, the president and the vice president.

Here, perhaps, I should define the two functions. As you know, the act provides for a president and vice president. The act simply stipulates that the vice president will take the place of the president when he is absent or he is not capable of carrying out his functions. But in practice we have divided the load over the years. This goes back to 1958, I should say, when Mr. Bushnell was vice president. We have divided the load in this manner, that the vice president takes care of the operations of the Corporation and I take care of the planning the policy and also the relations with authorities above—and there are many—such as Committees. I look outside while he tends to look inside. This is how it is done.

Now, you might be interested in these, but that is up to you if you want to ask more questions.

Mr. LEWIS: The president and the vice president are members of the board of directors, are they?

Mr. OUIMET: We have what we call a mixed board in the sense that it has inside and outside members. By the way, this is common practice in most corporations. The two of us—and we are the only two—are members of the board. There are nine others who are part time, coming from outside the Corporation, and chosen to represent Canadians as a whole, geographically and also in terms of interests.

As you see it here, the authority, at least within the Corporation, rests with the board of the Corporation, which has committees.

Mr. LEWIS: How many times a year does the board meet, on the average?

Mr. OUIMET: We meet six or seven times a year for three days at a time. It depends on whether we have emergencies or not.

May I say that in terms of organization this is quite an orthodox form of organization, not dissimilar from what you would find, I think, in most corporations of the same size.

Something has been said about the number of vice presidents and the question of titles. I do not think that is too important. We have ten vice presidents. If it were CBS or NBC it would be 35, or 30 or 40; this is the North American practice.

I am always a bit surprised when the number of vice presidents in the Corporation gives occasion either for criticism or for what I would call humorous remarks. I think they are very much needed, for the good reason that when people come to the Corporation they always want to see the president, and the president has not got sufficient time to see them, and it is possible to have a vice president deal with them. If you did not have a vice president



deal with them they would be unlikely to take too well the suggestion that they should deal with, say, a director or a head of something.

Mr. STANBURY: You say that the title of vice president is more of a amouffage to appease people coming to the Corporation, and that they should probably be called directors?

Mr. OUMET: No; I think it is very proper that they are called vice presidents. This is North American practice, that they are called vice presidents. In the case of networks in the United States, which, by the way, in terms of staff are no bigger than the Corporation, I think the number is much greater; they have gone much further on it than we have.

I was just explaining what the practice is.

Mr. LEWIS: Now that we are entirely confused about the organization can we go on with the questioning, Mr. Chairman?

*Translation)*

The CHAIRMAN: Mr. Allard.

Mr. ALLARD: Mr. Ouimet, my questions will not deal with what I call the physical structure that you have just described to us. Insofar as I am concerned, I am amazed at this structure and I have confidence in the intelligence and the competence of the administration, of those who are responsible for the corporation, and who, living with the problem, are in a position to judge the ramifications, both physical and structural, of the corporation and the organization: First of all, I would like to ask you a few questions on the responsibility which exists between the corporation, the Secretary of State and Parliament. Mr. Ouimet, how do you define the responsibility of the honourable Secretary of State, vis-à-vis Parliament and your corporation?

Mr. OUMET: I think that we have to refer to the provisions of the act. We have to submit an annual report to the Secretary of State. I think that we have to submit our Budget to the Secretary of State, and certainly our estimates. That is what we do and in addition, although there is no mention of it in the legislation all questions which are asked in Parliament, are referred through the Secretary of State, and the Secretary of State, in turn, asks a full reply from the CBC. We give the Secretary of State the facts, and the Secretary of State then relays them to Parliament.

Mr. ALLARD: To sum up, would you describe the role of the honourable Secretary of State, as being liaison agent or communications agent between our corporation and Parliament?

Mr. OUMET: It is often said in English that the minister of the CBC is the minister to whom the CBC reports to Parliament.

Mr. ALLARD: In French, what would that mean?

Mr. OUMET: Probably the same thing. It is the minister through whom we report to Parliament.

Mr. ALLARD: Therefore it is an intermediary role?

Mr. OUMET: An intermediary role as it has always been recognized throughout the years. This goes back to the beginning of radio in 1936, that is

that the minister exercises no authority as such over the CBC. This is what the law provides and has provided for since 1936.

Mr. ALLARD: Then the minister cannot give any directives in her name to your corporation?

Mr. OUIMET: There is no reason to do so, and she does not do so.

Mr. ALLARD: In your opinion, can Parliament give any directives to your corporation?

Mr. OUIMET: I think that Parliament has given a great many directives in the course of the years. First of all through legislation. But to go even further, it can do so by defining the role of the CBC, its objectives, I think in a great many ways, either in legislation or again through a white paper.

Mr. ALLARD: That we are waiting for.

Mr. OUIMET: Or if Parliament decides to vote on a matter, whether the CBC is to do such and such a thing. Parliament has all authority, of course. Parliament receives our reports, Parliament discusses—not every year because it has been quite some time since we have had a parliamentary committee, but until 1961, there was one about every eighteen months. So there was rather close scrutiny exercised and we always tried to follow all those recommendations of Parliamentary committees, which we could follow. Of course there were some cases in which recommendations were made which were impossible to follow. It was just not possible.

Mr. ALLARD: Your corporation has some latitude as to the choice of, or latitude as to the directives given by Parliament as for internal direction for instance.

Mr. OUIMET: Yes, I think that from the outset, and if we were to go back to the statement made, let's say in 1965, at a time when the 1936 legislation was being drafted, we would see that it was the intention, stated in the House, to constitute the CBC as a crown corporation, governed by a board of directors. That is to say that Parliament always allowed the directors, or governors of the corporation, to take the internal responsibilities that you are speaking of, although from the point of view of finances, in the past few years, as you know, the corporation budgets are approved each year, first of all by the Treasury Board, i.e. by the government, and then approved each year by Parliament. But in previous years, that was not the case. There was licencing for radio receivers and then there were statutory grants. but in a general way, Parliament's intention—over the years, and from the beginning this was recognized by all parties, with everyone in agreement—was that the CBC should be an institution established according to the model of the BBC which came into being ahead of us, as a corporation governed by a board of directors, who were the trustees for the Canadian people, of Parliament, and they were the ones who were to take the decisions. I think the idea was that if they did not do their work the way to correct the situation was to replace them. I think this is still the accepted idea about the CBC.

Mr. ALLARD: In the past, has Parliament ever given directives to your corporations on points relative to internal administration?

Mr. OUIMET: No. Parliament has never given any directives concerning internal administration except in reports of parliamentary committees. Reports of parliamentary committees, in a general way, if I remember correctly, were not approved by parliament. There were never any detailed directives for internal administration.

Mr. ALLARD: As president of the corporation, would you consider it unfavorable if Parliament, with parliamentary committees, were to give you directives as to internal administration of the CBC?

Mr. OUIMET: I think that we have to judge this in the light of or in the context in which the situation would occur. Under the present system, Parliament has delegated to the board of directors the responsibility for the CBC. There can be another system. Of course this is highly possible. But I think it would have to be well thought out before doing it.

Mr. ALLARD: Do you consider that this delegation of powers to the corporation gives to the directors of the corporation a blank cheque in so far as internal administration is concerned?

Mr. OUIMET: There is no blank cheque in so far as budgets are concerned, where they have to be approved every year. And this determines, besides, the number of staff that we can have. But when you think of programming, I must say very clearly that it is my own personal opinion—I have not discussed this with my colleagues recently, but it is my own personal opinion, and it has always been the opinion of the corporation as I know and have known it for thirty years—that Parliament has never given any directives as to programming or particular programs of the CBC. I think that this would make for difficulties which would have to be thoroughly considered before making any observation. The system would have to be changed completely—the present system, is one of delegation to people chosen to exercise this responsibility.

It is important to decide whether this is what Parliament must continue to do. If the government wants to have a board of directors, well it is the responsibility of the directors. And it is up to the directors, then to take the decisions which have been delegated to it. If the directors don't do their work, then change the directors.

(11.30 a.m.)

Mr. ALLARD: In your opinion, can Parliament inquire into the administration of your corporation? About the directives that you give to your employees?

Mr. OUIMET: Yes, certainly. And this has occurred regularly, almost in all parliamentary committees.

Mr. ALLARD: Can Parliament inquire also into the wages or expenses that you have that you give to your employees, and the cost of programming? That you have that you give to your employees, and the cost of programming?

Mr. OUIMET: In a general way, Parliament has done so regularly. It has always been interested in our expenditures, from year to year. And Treasury has been too in the past few years. As to the detailed wages of individuals, by



contrast with the scale of wages, here we have always maintained that it was a question of internal administration and that it was neither in the interest of the corporation or in the general interest, to list wages of individuals, and this recommendation of the CBC has always been accepted; although Parliament has a right to ask for them, and to demand them. If it decides to do so, we would have to give them of course, but so far, we have not given them, because Parliament and the committees agreed that it would not be a good thing to do so. There is another means of doing so of course, and that is by studying the general scales, general levels of wages in the Society, rather than the salary of an individual.

Mr. ALLARD: Why would it not be in the interest of the corporation for Parliament to obtain the detailed wages given to individuals in the corporation.

Mr. OUMET: This occurred, mainly relative to the fees given to artists. I remember in the 1961 committee, and other committees, when we were being asked what were the fees paid to Mr. so and so, for such and such a broadcast, and so on. Well of course, all the performers are competing among themselves, and the minute the CBC starts to make public the wages paid to one, you can imagine what will happen to the others. The others will say right away: "Well this one receives so much, and I want to have as much. I am just as good, and so on." This would complicate our work a great deal. Besides that, there is a certain element of competition which I don't want to over emphasize, but all the same, the people that we pay are people who could be hired elsewhere. Consequently, I think it would be disadvantageous to us to reveal everything we pay, and which would give others, a figure which might be perhaps useful, if they wanted to use the same performer, or wanted to hire the same people. After all we are a corporation, a corporation which has its own board of directors. This is the way we were established, and generally speaking, from the beginnings of the CBC, it was the objective to treat the CBC as a corporation with its board of directors, and not as a department of government. This is very important in order safeguard the independence of the CBC from all point of view.

Mr. ALLARD: This is a point of view which can be readily understood, Mr. Oumet. From another angle, you admit that Parliament is responsible to the Canadian people for the financial administration, and has financial responsibility for your corporation.

Mr. OUMET: Certainly.

Mr. ALLARD: How can you see that Parliament would carry out its duties render an accounting to the Canadian people for all financial aspects if it do not obtain all the detailed expenditures of the corporation.

Mr. OUMET: I think there is a way of giving you all the information that you really need without going into the details as to individual fees. As I see, there is a way of giving you the scale paid, fees established in a general way, without going into particular cases which would cause us problems. I think that you can very easily do it this way. I think there is also this very general aspect which I have pointed out, and that is, the fact remains that our expenditures



er program are the lowest that I know for other comparable networks. I could give you the figures. I think that this is a way, a very quick way of reassuring you on what we are doing. We are ready, of course, to give you a great many details, without going into the details of individual salaries.

Mr. ALLARD: Following the chart that you showed us on the fiscal structure of the corporation, can you tell us briefly, since the question has arisen with the problem of Seven Days, who in the final analysis, has the responsibility for production, programming, ethics, hiring, firing or withdrawal of programs? Does this responsibility fall, in final analysis, on the higher officials or is there a delegation of authority to the heads of divisions.

Mr. OUIMET: I could not give you a general answer to the question posed, because it contains so many elements. I would have to make distinctions between the various elements that you included in your question.

Mr. ALLARD: Well, from the production point of view.

Mr. OUIMET: First of all, it is the responsibility of the producer. If he does his work well, under the supervisors' surveillance, it stops there. But if it is in a field which might perhaps cause problems, then we can take steps, more extraordinary steps. That is to say that we can then require a much closer supervision.

Mr. ALLARD: Coming from where?

Mr. OUIMET: That depends exactly on what we are talking about. I am speaking in a general way. For instance, sports broadcasting, hockey,—well hockey is over—but the hockey that we had last week is the concern, and it is very important, only to the people in the sports division. It stops there. But if we had difficulties, continuously, with the sports departments, then of course the higher levels would become interested in the problem to try and solve it. But in final analysis, if we ask who in the final analysis takes the responsibility for all this. It is the board of directors, and I before the board of directors.

Mr. ALLARD: There is a time limit?

The CHAIRMAN: Yes, twenty minutes.

Mr. ALLARD: Oh, I did not know. Can we come back a little later?

The CHAIRMAN: Yes.

(English)

Mr. PRITTE: Mr. Chairman, may I say that I, and I am sure most of the members of this Committee will agree, cannot argue about many of the things Mr. Ouimet said in his opening statement about the economy of operation of the Corporation, the good work that is being done as shown by the number of awards won, and so on. When he was referring to the organizational charts he stressed the point that the difficulty was in one very small square in the rather large chart. Now, that may be the way the president sees it but certainly the Canadian public who have expressed their views to members of Parliament and, I imagine, to the Corporation in quite considerable numbers do not agree and, to them, this is the all important aspect of the CBC. This program had a rather greater viewing audience than anything else except hockey. I want to emphasize

the point that they are customers, the people on the viewing end and, to them, this is a very important part; it is not just a little corner in the organizational chart. Mr. Chairman, that is not a question but a statement.

Mr. OUMET: I agree with you that this aspect of the problem, which is presented by the great popularity of the program, is a very important one, but I was dealing with it in terms of organization and not in terms of the program itself. I wanted to point out whatever the seriousness of this particular development might be it was in this particular area and not in the other areas. I was trying to prevent generalization in this particular instance, however important this particular instance might be. This is really what I was trying to do.

Mr. PRITTIE: Mr. Ouimet, there was a comment about "Seven Days" in the newspaper yesterday; there was a statement by the president of ACTRA that the case of Mr. LaPierre was going to a binding arbitration. Was he correct in his statement and has the Corporation agreed to a binding arbitration in the case of Mr. LaPierre?

Mr. OUMET: We have agreed to it. I think this is part of our contract with ACTRA with respect to their members. This is the normal way of dealing with such matters, yes.

Mr. PRITTIE: Well, in that case then if the arbitrator, whoever he might be, finds in favour of Mr. LaPierre, then he would be back on the program as a host next year?

Mr. OUMET: I think we will cross that bridge when we come to it; I do not know. As a matter of fact, I have not had a chance to discuss this with our vice president of administration. I know it is a practice and I know there is arbitration recourse available.

Mr. PRITTIE: It would seem to me that if both sides agree to accept the decision of an arbitrator and the arbitrator finds in favour of Mr. LaPierre then he then should be restored to the position he had before.

Mr. OUMET: I think this is, as I said, something that we should look at. Mr. Prittie, I really do not know too much about the basis of the arbitration. I think I should ask Mr. Coderre, the vice president of administration, to tell you what the arbitration is based on. He is here and can answer your question.

Mr. GUY CODERRE (*Vice President, Administration, Canadian Broadcasting Corporation*): In answer to that question, ACTRA, first of all, has filed grievance as provided under their agreement with the Corporation, which provides for hearing all these matters at the local level, national level and the arbitration. So, the grievance itself—I do not remember all the details—challenges the Corporation's right to have terminated the contract under the circumstances in which it did. And, after going through due process which, in this case, was precipitated by mutual consent of hearing the arguments was agreed simply to refer it to arbitration as provided by the contract. And, as you have suggested, the judgment there could be a reversal of our decision or otherwise. This will have to be determined.

Mr. PRITTIE: Does the arbitration revolve around Mr. LaPierre's employment with "Seven Days" in particular or other employment by the CBC?

Mr. CODERRE: On this I would rather have the grievance in front of me in order to answer. But, I think it is "Seven Days" in particular and the termination of his contract. I do not recall whether it is purely a challenge of our right to terminate the contract under the circumstances or the cause for same. I would have to verify that.

Mr. PRITTIE: I would appreciate it if you could investigate that point and let us know something about it later on. It seems rather important because the agreements have to do with Mr. LaPierre's employment with "Seven Days". If an arbitrator finds in his favour it could be that other persons involved with that unit would want to—

Mr. CODERRE: If I could interrupt, I would like to elaborate on this. That is a possibility technically, as I see the grievance. In other words, as it is filed it could, if upheld, bring the Corporation by arbitration to reverse the decision. But, as the president has suggested, this is something we have to face up to if and when it arises.

Mr. LEWIS: The grievance, I believe, was filed. Mr. Prittie was away a few days. I do not know whether we have a transcript of the proceedings but there are the two letters from ACTRA to the Corporation with regard to the grievance, and these were tabled.

Mr. PRITTIE: Thank you very much, I will look up that point myself. Mr. Chairman, some questions arise from the president's statement to the Committee the other day. There is a difference of opinion between the management and the "Seven Days" unit, which comes under the heading of journalistic ethics. The president has used that phrase in his statement to the Committee. I would like to ask the president are there practices which would be employed by large daily newspapers in Canada which you will not permit the CBC staff members to use either in news or public affairs department.

(11.50 a.m.)

Mr. OUMET: Frankly I do not know what the practices of the large newspapers are. We have simply judged the question of the practices in the CBC. In my statement I have said that if the establishment of a stricter code of ethics in the CBC meant a handicap for the CBC in terms of getting a scoop now and then, we were willing to face that handicap, but I cannot tell whether this newspaper or that newspaper, or this reporter or that reporter—and I think you would have to put it that way—uses methods which we would consider unethical.

Mr. PRITTIE: You have not answered my question. I think that you would add that some of the newspapers do use practices which, as you said in your statement, you would not approve of. Let me give you an illustration. It seems to me that at the time the Munsinger affair was developing, the *Toronto Daily Star* and the *Toronto Telegram* were trying to out-scoop each other. On one occasion the *Star* ran an early edition without any mention of the affair, an



edition which they knew would go to the management of the *Telegram*. Later they brought out what they intended to do. Suppose the "Seven Days" unit had been able to scoop the Canadian newspapers on the Munsinger affair, would you want them to keep within certain limits?

Mr. OUMET: It would all depend on the manner in which they had obtained the scoop. If they obtained the scoop without misrepresentation, deceit or any illegality, then I think this would be all right.

Mr. PRITTIE: I do not know enough about newspaper operations to say whether deceit or misrepresentation is involved whenever reporters are competing with one another to get a scoop.

Mr. OUMET: If somebody comes to you and says he is your aunt and he is not, to me this is deceit.

Mr. LEWIS: If Mr. Prittie cannot see the difference, he deserves to be deceived.

Mr. PRITTIE: Perhaps a program of the type of "Seven Days" cannot do the kind of operation they want to do and keep within the general rules which you have always applied. You like straight news gathering and broadcasting.

Mr. OUMET: I do not think this is an assessment with which I could agree. We have already understood, through what Mr. Walker said, that the great percentage of what was done, and some of the better items as well as some of the items most appreciated by the public were the ones with which there was nothing wrong at all, either in the method of collecting them or in terms of the policies involved. I think it is perfectly possible to have an excellent program which would keep the main strongpoint of "Seven Days" without having any of its excesses. We are convinced of that. This has been discussed repeatedly at all levels of the Corporation.

Mr. PRITTIE: It has been said a number of times—I believe by Mr. Walker—that you want "Seven Days" to remain and that, in your view, it can be a better program. However, it seems to me, from the type of things to which you have taken exception and which apparently deal with public life, that you have a very good public affairs program in the same class as *Close-Up* which you would not have in "Seven Days". Apparently, a large number of Canadian people have accepted it. I am speaking of a good program which you said you would not have in "Seven Days".

Mr. OUMET: I must say the Corporation and I myself do not agree at all with the statement. We think "Seven Days" without its excesses would be a better program and the public would go for it in equal numbers.

Mr. PRITTIE: Let me deal with some of the items which "Seven Days" has used and to which its management has objected. I believe those were the items listed by Mr. Walker. He referred to the item on the Pope, for example. I agree with Mr. Fairweather it was not so much a satire on the Pope as a satire on the American promotional methods.

Mr. OUMET: Would you expect me to comment on each item?



Mr. PRITTIE: No, I am rereading some of the items which Mr. Walker mentioned, items to which management has taken exception, items in "Seven Days".

Mr. OUIMET: You mean the item on the Pope? I think the public did not take it as a satire on the American promotional methods.

Mr. PRITTIE: Those who complained?

Mr. OUIMET: Those who complained did not take it as that.

Mr. PRITTIE: I suppose the volume is another matter.

Mr. OUIMET: This is an important thing, and if you will give me an opportunity I would like to explain it to you.

Mr. PRITTIE: May I then perhaps put another question to you? I asked Mr. Walker whether he thought that royalty should be the subject of satirical skits. I believe he replied no. He took exception to a skit lampooning the Vice President of the United States. I asked him at that time whether certain positions should be exempted from any satirical comment, and I wanted to know where one draws the line. Does one draw the line at the Pope, royalty, the President of the United States, the President of France?

Mr. OUIMET: I would like to answer this. I do not think that there is any end of list that we would make of people who cannot be the subject of satire. Let me say this flatly. It depends on the satire and how well it is done, it depends on the circumstances. I think for example, there can be a satire, on the Queen that would be acceptable, and another that would not be acceptable. I think there could be satire on the Pope that would be acceptable, and another that would not be acceptable. It also depends on what you are trying to do. We had talked about the number of people offended, and this is something we have to keep in mind constantly. In other words, we do not do programming for ourselves; it is not what we like or dislike, or whether we are offended, or our colleagues are offended. Our judgment must be made on what the general public's reaction might be to anything we do. There are occasions when we know that we will do something which will offend a certain segment of the public, and we weigh this factor against the good which we think the program will do. We have come to the conclusion that it is the price you have to pay in order to bring certain information before the public. There are certain subjects that may be offensive to different groups of people but would still have to be discussed as part of the over-all information program that we have. It is our job to inform the public even though it might offend some people.

However, in dealing with satire where the only purpose is the amusement of some, as was the case in this particular skit, we have no counterbalancing factor to put against the fact that it bothered seriously 19 per cent of our audience. We have seen the figures and analysed them at great length. For example, they were not all of the same religion and it bothered a great number of people who thought that this was the wrong occasion to do anything like this. Furthermore, the satire itself was not particularly good. That is a matter of opinion. It is true that 50 per cent did not find too much wrong with it, but in

our judgment of these things we should not deliberately offend such a large number as 19 per cent for no other purpose than to amuse, maybe, 50 per cent and, perhaps, not amuse them very much. I could think of cases where we would have to decide deliberately to offend and shock 19 per cent of the population in order to inform the whole population about something. This was not anything to do with information, it was more in the form of entertainment. This applies to jokes about race, creed, as well as jokes about people.

Mr. PRITTIE: Then the size of the group likely to be offended is not the guiding principle?

Mr. OUIMET: Obviously. There are cases where we will get one per cent of the population offended, and in other cases we may get 5, 10 or 50 per cent. It is important.

Mr. PRITTIE: This is a difficult area.

Mr. OUIMET: We are in an area of good taste; we are not discussing morality here. I am not dealing statistically with what is right or wrong; I am dealing statistically with what is considered good or bad taste in Canada, and this may not apply to other countries.

Mr. PRITTIE: I have one more question on this point. On the last "Seven Days" program on Sunday there was a skit involving faith healers. I imagine this might give offence to quite a number of Canadians who belong to the fundamentalist church, but perhaps they are a small percentage of the population, so how does this fit into your assessment?

Mr. OUIMET: I wish we had results of our panel survey on this one so could tell you exactly how many were or were not offended. In this particular case you are right, a number of them would have been offended. In my own judgment at this moment I do not think it would offend a large number.

Mr. PRITTIE: This is the point. Your judgment seems to be affected by the number of possible people offended by the program.

Mr. OUIMET: There is more to it than that. We have to accept our own responsibility in terms of our own judgment. Our judgment as professionals conditioned by many, many years of similar situations so that we know the reaction of the people we serve. I think this is quite normal. Frankly, I do not see the philosophical difficulty you have with the number that may be involved.

Mr. PRITTIE: All I am saying is that it seems to me that the size of the group who may be offended determines the type of satire which may be used on CBC programs. If it is a small minority it is not as important as if the percentage is quite large.

Mr. OUIMET: Do you think that as responsible people we should put on satire that somebody has written and considered to be very good, that we know is going to offend everybody in the land? I will also put to you the other question: Do you think we should not put on the air program material which might offend an extreme fringe when everybody else would like to see it? I think this is the kind of practical problem we have and I do not think we should

attach too much to the exact public reaction. Surely this a valid point and this is where we have the advantage of knowing what the public accepts and rejects and what the public likes and dislikes.

It would be very easy for the president of the CBC to say: "What goes on is what I like, and what does not go on is what I dislike". I have learned over the years that there are better ways of handling this. If I were dealing with a moral question, a question of principle, such as the question of ethics we have discussed before, then I think I know my own mind on these things and the board knows its own mind. We would accept our responsibilities and say "We will not do this because it is not right". However, we are now dealing with the question of taste; it varies a lot with the audience you are serving. Their taste may be different from what it was, say, five years ago, or ten years ago, as well as what it will be ten or 15 years from now. We must keep in mind that this is not a static thing. We must keep in mind the degree of acceptability of material to the people we serve.

Mr. PRITTIE: You asked me a question and I will answer it. All persons and institutions can be the subject of criticism, and if you have to worry too much about their reaction you will not do very much criticizing.

The CHAIRMAN: Shall we take a short recess before going on?

Mr. STANBURY: Let us keep going.

The CHAIRMAN: There seems to be only a minority who wish a recess.

Mr. LEWIS: Mr. Ouimet, I want to bring you down to some specific things. Before I do that, with the Chairman's permission I would like to tell you why. In my respectful submission may I say your statement sounded a great deal better than it was in fact, in dealing with the situation because you indulged, as so many of the witnesses did, in generalizations that sounded good. You said in general that you were against bad taste—who isn't—that you were for order—who isn't?

In my respectful submission it seems to me that in those generalizations you exaggerated your objections, in the same way as some of the "Seven Days" people exaggerated theirs. It is within this context that I want to ask you some questions about some quite specific things. As Mr. Fairweather brought out the other day, the 50 or so programs have had about 500 items and all of you who have criticized them have criticized about the same dozen or so, maybe 15 of them. We always hear of the Fawcett incident, the Sevigny incident with respect to the ethics of collecting material; we always hear of the "Go-Go" dancer, and one or two other things which are examples of bad taste. If it is true that only 12 or 15 out of 500 items are objectionable, would you not say, Mr. Ouimet, that that is a pretty good record for any program? Would you not say that any program that had that record had, on the whole, a pretty good record?

Mr. OUMET: Actually, it was more than that. Furthermore, what you do not know, and I have to tell you, is that for the last two years we have had to deal with this program regularly, week in and week out, at all levels of the Corporation.



Mr. LEWIS: Is that what you are objecting to, that you had a program which presented ideas with which you had to deal with week in and week out?

Mr. OUIMET: We would not have dealt with them just because they were ideas. We dealt with them because they were ideas which were contrary to our policies, even our policies readjusted to the experiment, and also to deal with methods with which we did not agree. This was constantly recurring.

Mr. LEWIS: When you say "we", Mr. Ouimet, do you mean you were personally involved in this argument in all of these two years?

Mr. OUIMET: I was involved in a great number of discussions of this kind. We have a great advantage in the Corporation—and also sometimes a great disadvantage—in the fact that we can see our product. We do not have to call for reports on it, we see it, and I think this is important. We are in the habit of constantly assessing what we are doing, and this is our job.

● (12.10 p.m.)

Mr. LEWIS: Precisely. What are you objecting to? What you had was a group of people who were presenting ideas, some of which you disapproved of and therefore there was disagreement between you and the group. In many instances I gather that when you asked the group not to do something it was not done. In some instances what arrived at the end was objectionable to you. We have not had any instances of where any authority was deliberately defied and something went on the air against any orders from above. There was not a single instance of that. There were instances of—

Mr. OUIMET: But there is much more to the running of a Corporation such as a broadcasting service than what you describe.

After a period of time the responsibility for doing what the Corporation wants done must be taken by the people responsible at the level at which they are responsible. It must be done at the executive producers' level, at the supervisory level, and it must not involve the whole Corporation.

Mr. LEWIS: Precisely; and I respectfully suggest that that is the issue and not the generalization about "challenges" to the Corporation, or other people generalizing about something like that. That is the issue; and my next question deals precisely with whether there is sufficient confidence by you and your associates in those in charge of public affairs programming, and, in the reverse, sufficient confidence in the people who are in charge of public affairs programming in you, for the program to be done properly in the future? That is really what this discussion is about.

How, let me ask you this—

Mr. OUIMET: By the way, you have made a statement there which I would like to deal with.

Mr. LEWIS: Surely.

Mr. OUIMET: You were putting it on the basis of a question.

I say that if there is a difference of opinion, or a difference of philosophy between the departments of programming and the Corporation, then you must



ing to have problems of confidence and problems of communication. Therefore, I think that the fundamental things that are described are much more fundamental than the question of confidence which you bring out, which is a result of the fact that you start out with this difference of opinion; because if there had not been that difference of opinion, then I do not think this question could have arisen.

Mr. LEWIS: Exactly; and a difference of opinion is something that is very often subjective. I am not saying whether the programs are good or bad. There were many items which I have seen on "Seven Days" which I did not like and which I felt were in bad taste. They might even be the ones to which you preferred.

Mr. JOHNSTON: Mr. Ouimet, would you leave your remark as a difference of philosophy rather than a difference of opinion?

Mr. OUIMET: Yes.

Mr. JOHNSTON: You used "philosophy" first and then you switched to "opinion."

Mr. OUIMET: I think it would be more accurate to say that it is a difference of concept and philosophy rather than just straight opinion.

Mr. LEWIS: From your statement, and the statements we have heard, I do not agree, but I am not going to waste part of my 20 minutes on it.

As I said, in your statement as you developed it, you, in effect, said that Mr. Haggan was one of the "Seven Days" witnesses. Is that fair to Mr. Haggan, Mr. Ouimet?

Mr. OUIMET: Did I say that he was one of the "Seven Days" witnesses?

Mr. LEWIS: I think you said at the top of page eight:

There is an amusing point to bring out in this connection. You will recall that one of the 'Seven Days' witnesses—I do not remember whether it was Mr. Leiterman or Mr. Haggan—mentioned that the Corporation took the "tough line"—

Mr. OUIMET: That must have been a Freudian slip.

Mr. Lewis: Whether Freudian or not, I would suggest to you that it was a very suggestive slip that cannot but cause a great deal of harm in the context of confidence up and down the line.

If it is not true, then I would ask you, for the sake of the future of the CBC, to retract now this suggestion that Mr. Haggan, the general supervisor, was one of the "Seven Days" witnesses.

Mr. JOHNSTON: In the light of the evidence presented I think this was quite an understandable slip.

Mr. LEWIS: Mr. Haggan agreed with some of the "Seven Days" things, and he also said that Mr. Leiterman and Mr. Watson were very difficult people to work with—

Mr. BASFORD: I do not think that Mr. Lewis and Mr. Johnston should have a debate.

Mr. LEWIS: That is right.

Mr. OUMET: You have gone further than that, though, Mr. Lewis. What said in terms of witnesses may be right, but I went further than that regarding Mr. Haggan.

Mr. LEWIS: Yes; I know you said this.

Mr. OUMET: I said definitely that in terms of his performance in recent times—and I will have to check the exact words—

Mr. LEWIS: To assist you, it is at the bottom of page 17. You refer to Mr. Haggan's agreement with what you called the "challenges" to management offered by the "Seven Days" group, and you end up by saying that he has "placed himself in an impossible position."

Mr. OUMET: This is correct.

Would you like me to elaborate on that?

Mr. LEWIS: Yes; on the words "in an impossible position."

Mr. OUMET: Here we are dealing with one of our supervisors. On the char I have explained how each supervisor is responsible for his particular area.

Now, Mr. Haggan has had the responsibility for many other programs, but also for "Seven Days" for two seasons. The general supervisor, in my view, is the sort of hinge point—the focal point—between Corporation policy and execution. This is really where it first takes place, in my view. You might think it is little higher, or a little lower—

Mr. LEWIS: I think I would agree.

Mr. OUMET: He is expected to know what the framework of the policy of the Corporation is, within which he has got to work and develop his program and he has got to make sure that the programs that he brings out, or which his people bring out, are not only good programs from an artistic standpoint, and in other respects, but are produced within the framework of the policy that I have mentioned. If he does, then there is no need for the frequent referrals up and down the line. But if he does not, then we have the constant going up and down the line, double checking, *post facto* or *pre facto*.

I have already said that the program, of course, requires more than normal attention, and in the case of "Seven Days" this was something that we were quite prepared to give because of the nature of the experiment.

Mr. LEWIS: And you appointed a special supervisor, did you not.

Mr. OUMET: Yes; to help Mr. Haggan to do the job; and he was the man who suggested it; he wanted a special supervisor, and we agreed to it. I am not too sure now, in terms of length of lines, whether this was necessarily the best way of doing it, but anyhow, this is the way it was recommended, and was approved of it.

Now, if "Seven Days" had been a normal program Mr. Haggan would have been judged a poor supervisor early in the operations; but it was a difficult program, it was a program which required a great deal of new thinking on the part of everyone, and we knew this and we were ready to face this situation.

The program itself was an experiment, but, nevertheless, it had shown already many strong points as well as shortcomings. Therefore, we went along with the difficulty although it was far from the normal situation that we expect in terms of the exercise of responsibility by the supervisor.

Therefore, we had a situation where, for some months—actually, for a period of, let us say, 18 months, or a little more than that—we had a situation where we did not apply the normal criteria for judging supervisory performance, because the supervisor had to deal with an extraordinary situation, and because we wanted to keep the program. This was the first consideration in our minds.

What I am saying about Mr. Haggan applies to some others as well. We wanted to keep the program. We wanted to go along so far as we could in being tolerant of situations that we normally do not tolerate.

Now, in more recent times there have been occasions—and I know of one in particular, although I do not remember exactly the date—but, let us say, it was the end of February or the beginning of March, when Mr. Haggan asked to see me, and I did meet with him and we had a private conversation.

Mr. LEWIS: And he presented to you a memorandum which has been referred to?

Mr. OUIMET: No.

Mr. LEWIS: He did not?

Mr. OUIMET: No; this was not the occasion. I will come to that later.

Mr. LEWIS: Mr. Chairman, as a member of this Committee and as a Canadian I want to give the president of the Canadian Broadcasting Corporation the respect that he deserves, and I cannot stop him making an explanation which is as lengthy as he thinks necessary—

Mr. OUIMET: Thank you.

Mr. LEWIS: —but I notice that my 20 minutes are almost gone with the explanation.

An hon. MEMBER: Because it was a good question.

Mr. OUIMET: Not all questions can be answered yes or no.

Mr. LEWIS: Yes. I was pleading with you; I was not criticising you.

Mr. OUIMET: At that time, during that discussion, I started to wonder whether we would be able really to contain this program through the normal supervisory process with Mr. Haggan. I wondered. This was at the end of February—although I have not checked the exact date. Then, a little later on—quite a bit later on—I think it was on April 15—he came to see me. He



wanted to see me privately. I saw him for a few minutes privately and decided it was a matter of business that should be heard by the people involved along the line. Therefore, I asked Mr. Walker and Mr. Briggs to come in and hear what Mr. Haggan had to say.

At that time we heard statements which created even more concern. For example, we were told, on the matter of advising Leiterman about his program for the following year, that he was not too sure whether he would or would not do it, because he did not agree with it.

Now, you know, you have this kind of reaction and you wonder even more about your supervisor. Then, on April 18 there was a further meeting where there were further indications of the same thing. That is why I say that Mr. Haggan has placed himself in an impossible situation.

Mr. LEWIS: During the course of your statement the other day—and here I am coming back to something else, which, I think, with respect, is very serious—you made it clear to us that you were talking about what people said outside this Committee, possibly, and not what they said here. Do you know of any occasion that Mr. Haggan made any statement outside this Committee.

Mr. OUMET: Yes.

Mr. LEWIS: To the public?

Mr. OUMET: No; those three occasions I have mentioned when he made them to me.

Mr. LEWIS: Yes, he made them to you in the normal course of discussion with his superior.

Mr. OUMET: Yes; but, nevertheless, it enabled me and others to form judgment.

I remember looking at "the blues", you know—the blues come through—and I read that I made that point in answer to a question about whether it was outside or inside this Committee, and I said "Outside."

Mr. LEWIS: Are we to understand that you have no objection to Mr. Haggan's behaviour—that he is not one of those who have been making this public issue?

Mr. OUMET: No; he himself, I would say, was most careful in dealing with it as a public issue.

Mr. LEWIS: Mr. Chairman, with great respect, I would like permission to finish this series of questions.

I regard the words that "he has placed himself in an impossible position" as a threat to Mr. Haggan's position with the Corporation, and I want to ask you whether you seriously think that it is dignified and responsible for the president of the CBC to make this kind of threat which it clearly was not necessary to discuss or to issue before this Committee, a threat you can make, as president to Mr. Haggan in any private office. Why did you find it necessary to issue this kind of threat in public?



Mr. OUIMET: I think because I have tried in all my appearances before this Committee to give you my full thought.

The CHAIRMAN: Mr. McCleave?

Mr. McCLEAVE: Mr. Ouimet, did Mr. Walker consult you before the non-renewal of Watson's and LaPierre's contracts was decided upon?

Mr. OUIMET: Yes; this was a matter of discussion for some period of time, not only with me but with the vice president and sometimes with both of us, and sometimes with others at head office, when we were talking about the assessment of programs generally.

Mr. McCLEAVE: Now, did he make the decision himself, or did you and he make it, or were there more than you and he involved in making it?

Mr. OUIMET: To tell you frankly, I am not sure just how—sometimes you get to a point of decision—you discuss it several times, you wonder whether you will have to do it, and finally you decide that it must be done. Now, whether it was one person who suggested it first and we just said yes, or whether it was some other way, I do not remember; and, frankly, I do not think it is a point that I could be expected to remember, because there are many decisions that we make.

Mr. McCLEAVE: Now, in your latter opening statement you referred to the division of the problems that exist here; one, the shortcomings of the program "even Days", and also the performance of Watson and LaPierre on camera. You made a distinction between these two.

Mr. OUIMET: Yes; they are entirely different things, and this is one of the problems of the present situation, and it is one which I do not think the public has had a chance really to separate in their mind.

For example, in the case of LaPierre, whether or not there had been anything done with cameras in baskets, or things like that, the same decision would have to be taken. In the case of Watson we were thinking—and at that time this was the step that we thought was the best way of handling it—we were thinking of the over-all problem of the program.

(12.30 p.m.)

Mr. McCLEAVE: Was it not the shortcomings of "Seven Days" as opposed to his performance on camera?

Mr. OUIMET: I would say yes. But, you know, we were trying to stop—not stop but to correct—the shortcomings of "Seven Days" and, at the same time, in the case of Mr. LaPierre, improve the hosting and interviewing. So far as Mr. Watson was concerned, that was one of the means we were trying to take to improve the program itself, not in terms of the hosting but shortcomings.

Mr. McCLEAVE: This is the problem that I, and I am sure other members of the Committee, are having difficulty with. You have complained of the type of approach made to Mr. Sevigny; the cameras in the picnic baskets; and other instances such as this—and I have heard of others which have not been

mentioned here. But, if one had to pinpoint responsibility for these on anyone person would not that person be Mr. Leiterman?

Mr. OUMET: You have had the advantage of all these hearings, and maybe that is your conclusion.

Mr. McCLEAVE: Well, you have lived with it, not for seven days but for two years.

Mr. OUMET: At the time the decision was taken we simply had two situations. One concerned one host, Mr. LaPierre, with whom we were not satisfied entirely. And, that is one decision separate from the rest; and by the way, it is not a punishment or retaliation or anything, as has been mentioned or suggested; it has nothing to do with that. Then, we had the case of Mr. Watson, who was also a host and who did a good job as a host but we moved him in the hope—or, we got ready to move him in the hope that it would improve the performance of the unit. We thought that we had, like, two thoroughbreds—and I do not know how to say this exactly—*attelé au même brancard/harnessed in the same yoke*.

Mr. McCLEAVE: Thank you for the translation. The meetings have taken up so much time that I have been unable to attend my French classes as regularly as I should.

Did you discuss with Mr. Walker or others, when dealing with the non-renewal of contracts, that perhaps Mr. Leiterman's contract should not be renewed as opposed to the non-renewal of the Watson and LaPierre contracts?

Mr. OUMET: Yes. At that time we had two men, and let us call them A and B; we knew that the A and B combination was creating difficulty and we decided that we would move B. Now, we could have done it by moving A. But on the other hand, in the sum total situation I am not too sure that this was a bad arrangement, particularly in view of what developed later. As you know—and, this is a later development; I am not suggesting this as one of the reasons for the move at all—when this Quarterly Report business came up I think we were able to offer it to Mr. Watson because he was bilingual, at least to a certain extent—perhaps to a great extent, I am not too sure. I do not know that Mr. Leiterman is.

Mr. McCLEAVE: Well, before that decision had been made were there constant challenges to management, the sort of give and take encounters that increased the pressure, an example of which is the hiring of an outside lawyer to examine that interview program involving the former beauty queen. Did this not come from Mr. Leiterman himself, and was there not a great deal of bucking management by Mr. Leiterman and none by Mr. Watson and Mr. LaPierre?

Mr. OUMET: I have already said that so far as Mr. LaPierre is concerned—and I think we have explained it several times—it has nothing to do with the ethics or the methods of "Seven Days"; but, he himself, as a host, was not satisfactory because he was subjective on the air instead of being objective. We can discuss this at greater length later, if you wish.

Mr. McCLEAVE: In your evidence before us you are being very subjective with your gestures both in English and in French.

Mr. OUIMET: But, I am not a host.

Mr. McCLEAVE: Perhaps we could call you a guest.

Mr. STAFFORD: We are the hosts.

Mr. OUIMET: You are the hosts; you are the ones that have to be objective.

In the case of Mr. Watson I already have mentioned to you that we were trying to split a combination, a thing we had tried to do the summer before and had not succeeded. And, when you say that Mr. Watson had nothing to do with it I do not agree. My information is that he was still having quite a bit to do with it and in terms of combination or—well, I am not sure it was—

Mr. McCLEAVE: When you say he had quite a bit to do with it you are referring to the type of program that was being presented.

Mr. OUIMET: I think he was an influence on the philosophy of the program to a great extent.

Mr. McCLEAVE: Did Mr. Leiterman complain that it was Mr. Watson who suggested the Sevigny incident, the cameras in the picnic baskets, and the two keys in bed with a girl. Was there a complaint from Mr. Leiterman to Mr. Watson in this connection?

Mr. OUIMET: I never dealt with Mr. Leiterman so in connection with this case you might get your answer from someone lower down than I. I really do not know. But, let us get back to this question. We were trying to save the program and what you are asking me is really: Why did you not dismiss Mr. Leiterman?

Mr. McCLEAVE: No. I am asking you why did you really dismiss Mr. Watson and Mr. LaPierre. Could not the situation have been made to live with?

Mr. OUIMET: Changing Mr. Leiterman would have nothing to do with Mr. LaPierre. Let us settle that one clearly; it has nothing to do with Mr. LaPierre. That is the first step. Changing Leiterman instead of Watson would not have broken the combination. We thought, having dealings with two men, that the best arrangement was to deal with Mr. Watson rather than Mr. Leiterman. Now, the question that has been suggested a number of times, and I would like to deal with it, is that really the trouble was with Mr. Leiterman and we should have acted earlier right at that point. And, I am saying we did not do it simply because we wanted to keep this program on the air; and, to keep this program on the air at that time we could not do certain things. I think that what might be considered our slowness in taking action is a reflection of our desire to keep a program which had good promise even though it had difficulties. I might state here that at a meeting in Toronto on November 8, 1965, Mr. Leiterman and Mr. Gaunlett stated that Mr. Watson had senior editorial responsibility, and present at that time were Mr. Hogg, Mr. Haggan, Mr. Gaunlett, Mr. Leiterman, Mr. Watson and Mr. Walker.



Mr. McCLEAVE: This is senior editorial responsibility for the program?

Mr. OUMET: That is what we have been discussing, the policies of the program.

Mr. McCLEAVE: But it is still incomprehensible to me why you did not take out the man because, to my mind, the bad journalistic techniques were much the greater sin, and if you were trying to break up a Siamese twin combination surely you would take the senior Siamese twin out rather than the junior Siamese twin.

Mr. OUMET: This is something that in the light of discussions we have had since I have heard Mr. Leiterman expose his theories to a greater extent in recent times,—and I am not talking about this Committee. He did it at the board meeting, for example, and he did it also at a meeting I attended in Toronto—I am not sure, looking back on what was done, that we would not have had to follow with a move of Mr. Leiterman in any case. But, at least it was not in our mind to do this at the time all of this happened.

Mr. McCLEAVE: Well, in the light of these new developments is there a possibility of senior management getting together again to review all these non-renewals and the resignations that have followed.

Mr. OUMET: I do not know about management but the board is certainly going to have a very close look at all that has happened since we last met. It is obvious.

Mr. McCLEAVE: So this Committee can then be assured there will be a review of the case of Mr. Watson and Mr. LaPierre?

Mr. OUMET: No, I am not giving you this reassurance. It is a matter for the board to decide. I am only one member. All I can tell you is that when it was last discussed it was definitely decided that this was a definite decision, and it had been reviewed thoroughly by having Mr. Leiterman and Mr. Haggart present to give their views. I have no authority to suggest in any way that the matter will be re-opened again. I was answering your question generally in saying yes, we have to look into the whole matter because there are many other things to look into.

Mr. McCLEAVE: Well, I am afraid I am lost in the semantical maze. You are going to look into it again but you are not going to look into it again. Which is going to be done?

Mr. LEWIS: No reinstatements.

Mr. OUMET: I can only give you the decision taken at the last meeting of the board, which was that the case of Mr. LaPierre and Mr. Watson had been reviewed by the board and a decision had been taken on it.

Mr. McCLEAVE: Yes, but, Mr. Ouimet, since the board met in Halifax you have had many people appear before this Committee and many points of view or opinions were given which surely could not have been given before the board in Halifax. It approved a certain action without, I suggest, having all the facts.



Mr. OUIMET: I do not think there was anything brought before the committee of importance that was not known before.

Mr. FAIRWEATHER: Then, what is Mr. Keate doing on this? Is he here to look at the tulips?

Mr. OUIMET: He is conciliating.

Mr. LEWIS: What?

Mr. FAIRWEATHER: Yes, what.

Mr. OUIMET: I do not know. He was not given any particular terms of reference. I do not know.

The CHAIRMAN: Would Mr. McCleave continue, please.

Mr. McCleave: Mr. Chairman, I have found myself in the centre of this maze and I am afraid I must halt at this time.

Mr. MACDONALD (*Prince*): Mr. Ouimet, one of the things that, frankly, mazes me—and your testimony makes it more so in light of all the objections that you had to the program, the week by week referral—is the number of people that were being communicated with about the unpleasant aspects of this program. In view of this why should you want to try to continue with it at all.

Mr. OUIMET: Because the good things in it are good and are worth while keeping on the air. We have said this. I mean this is a program that we want to maintain because it has a great deal of impact and it has some extremely well done items in it. We are talking about the excesses of it and some of the methods of it. Now, surely there can be no disagreement about the desire of the corporation to keep the good points of a program and try to eliminate the bad points.

Mr. MACDONALD (*Prince*): Well, the fact that so few things have been belled out by way of specific objection and the fact that you are going to put the axe to most of the creative people connected with it at that time, directly or in a supervisory way, suggest to me you are going to remove not only what was bad but what was good.

Mr. OUIMET: I do not think anyone has said that we would put the axe anywhere. We have said we have a tough problem on our hands, and I spoke in the case of people being in an impossible situation. But, I have made no suggestion as to what would be done with the impossible situation or any other situation.

Mr. LEWIS: Did not Mr. Ouimet say a few minutes ago that, "We probably would have to remove Mr. Leiterman too in view of the evidence"?

Mr. OUIMET: I did not say that at all.

Mr. LEWIS: I thought you said that two or three minutes ago. However, the transcript will show it.

Mr. MACDONALD (*Prince*): In the statement that was released by the board of directors after this meeting in Halifax, you mentioned in the second paragraph there had been a serious breakdown in formal communication between management and the producer of "Seven Days". What was the nature of this serious breakdown in communication and how long did it exist?

Mr. OUMET: Well, we were talking about this specific case. There was obviously a serious breakdown in communications simply because of the fact that Mr. Leiterman claims he knew nothing about it—no, I do not think Mr. Gauntlett ever mentioned that—but at least Mr. Leiterman.

Mr. MACDONALD (*Prince*): You mean a specific thing?

Mr. OUMET: That is right.

Mr. MACDONALD (*Prince*): Not an over-all thing that went back a number of months?

Mr. OUMET: No, no, we said that we had to look into this. At the last meeting of the board, even though we took off the agenda one of the major items which was a review of public affairs generally, we spent most of our time discussing this situation and what could have happened, hearing Mr. Haggan Mr. Leiterman, Mr. Walker and so on. So, we have not had time to get into the details of the breakdown of the situation.

Mr. MACDONALD (*Prince*): Did not the agenda of that meeting allow a whole day for the discussion of public affairs? What was the reason public affairs were receiving such a large share of the agenda time at that meeting?

Mr. OUMET: Purely accidental because we review policies and areas of programming, periodically, and it takes, say, about four years to cover all of them. We were starting a new cycle and we started with news first; the second was radio, and public affairs were to be the next, and then we would continue on with the others. It was purely accidental.

Mr. MACDONALD (*Prince*): Tell us about the board of directors itself. First of all, is the board of directors appointed by the government?

Mr. OUMET: They are appointed by an order in council.

Mr. MACDONALD (*Prince*): What is the term of service on the board for director?

Mr. OUMET: Three years, but renewable for another three years.

Mr. MACDONALD (*Prince*): It is up to six years but possibly only three?

Mr. OUMET: That is right.

Mr. MACDONALD (*Prince*): Are any of the people who are directors men or women directly connected with the business of broadcasting?

Mr. OUMET: Not on the present board. There has been but not on the present one.

Mr. MACDONALD (*Prince*): On what basis are people appointed to the board of directors?

Mr. OUMET: I think they are appointed—well, officially, I think you should ask the government that question.

Mr. COWAN: Was not Mr. Diefenbaker's dentist one of them?

Mr. OUMET: You are talking about the Board of Broadcast Governors, which is not the CBC board.

Mr. BASFORD: Mr. Fulton's campaign manager was one of them.

Mr. MACDONALD (*Prince*): How often does the board of directors meet?

Mr. OUMET: I have mentioned this already; five or six times regularly for three days, and then added special meetings if required. And, we take one day per meeting to just deal with programs.

Mr. MACDONALD (*Prince*): I would gather there are only two members of the board, yourself and Captain Briggs, who are permanent.

Mr. OUMET: That is right. It is not "permanent" but for seven years. It is full time—perhaps I should say part time because we do have other duties to perform.

Mr. MACDONALD (*Prince*): In the sense that you are president of the CBC you would continue to be chairman of the board of directors?

Mr. OUMET: Yes, and that is in accordance with the act.

(12.50 p.m.)

Mr. MACDONALD (*Prince*): And do you chair all the meetings of the board?

Mr. OUMET: I chair the meetings.

Mr. MACDONALD (*Prince*): Is the secretary appointed?

Mr. OUMET: Yes, there is a secretary appointed by agreement of the board.

Mr. MACDONALD (*Prince*): And is that person you yourself or Captain Briggs?

Mr. OUMET: No.

Mr. MACDONALD (*Prince*): Or one of the other directors?

Mr. OUMET: No.

Mr. MACDONALD (*Prince*): Just a hired person?

Mr. OUMET: No, a member of the staff.

Mr. MACDONALD (*Prince*): And who draws up the agenda for each of the meetings of the board of directors?

Mr. OUIMET: The secretary, in consultation with me. However, it is generally drawn up on the basis of an established routine. At every meeting the same items come up; at every meeting we will spend some time on programming, and at that time we will review the programs that have taken place. We will make a review of an area of policy, plus any other items that may come up. Then, at every meeting there will be a review of all personnel matters and the state of relations with our unions and with our staff, a review of engineering, a review of finance, and a review of relations with Parliament. This comes up at every meeting. The agenda is pretty well fixed. It is only seldom that you have specific items that have to be brought up.

Mr. MACDONALD (*Prince*): I want to refer back to an item that was discussed a bit earlier. There is a record of you having stated that Mr. Leiterman would be removed from the program. Did you say it was not true that he will not be removed from the "Seven Days" program?

Mr. OUIMET: I have said—I think it was in answer to Mr. McCleave who asked me why it was not Watson or LaPierre who were removed—that LaPierre was an entirely different case. As far as Watson was concerned, we had a choice between him and Leiterman. I have simply said that in the light of developments we might have to have a look at this. I did not say there would be an removal. Anyway, has not Leiterman resigned, or something?

Mr. MACDONALD (*Prince*): You have better knowledge of it than I.

Mr. LEWIS: You are just being wishful!

Mr. OUIMET: I though he said this.

Mr. MACDONALD (*Prince*): I think you said earlier, or it has been said by the Vice President, that the Sevigny interview was obtained on an unethical basis. Were there other reporters in the area when this interview was in fact taking place?

Mr. OUIMET: Not as far as I know.

Mr. MACDONALD (*Prince*): I was informed that there were, and I was wondering whether they in fact had been censured by their editors or by the superiors in any way.

Mr. OUIMET: That would be the business of the newspaper concerned in relation to the ethics of that particular paper. However, I did not know that there was anything else.

Mr. MACDONALD (*Prince*): In your first statement to the Committee you mentioned something to do with the fact that television deals with people in the privacy of their own homes, suggesting that there must be a certain kind of morality or ethics used in terms of deciding what kind of programming should in fact be placed in front of people in their livingrooms. There are some television authorities today who would state that in fact television is having a reverse effect; it is creating again a kind of open society which exists in particular in some of the South Pacific tribes. Would you say that television, in a sense, is creating a new kind of morality?



Mr. OUIMET: You are opening a very wide subject. I think television has a very great responsibility in what it presents. What we have been talking about here is the responsibility in the field of information, of public affairs. We did not discuss news. Public affairs is information. What I have been saying is that the information must never be biased in any way and must not be obtained by unethical methods.

Mr. MACDONALD (*Prince*): What you are saying is that this current controversy over "Seven Days" would not have taken place if the program had not been produced under the public affairs sector?

Mr. OUIMET: No, not at all. If a program like this had been developed in another sector, it would have immediately been moved into the public affairs section.

Mr. MACDONALD (*Prince*): What you are saying is that your categories are so rigid that they do not allow for this kind of creative production?

Mr. OUIMET: I am not saying that. I am not against the kind of public affairs programming that mixes up light items with some of the serious information given; I think it is a very good formula.

Mr. MACDONALD (*Prince*): Are you against the formula that expresses opinions on any kind of program on the CBC?

Mr. OUIMET: It is not the CBC who should express opinions. We have programs that deal with opinions, but the way they deal with them is by inviting the proponents of various sides of a controversy. Sometimes it is impossible to invite everyone, but we keep a balanced presentation. The CBC cannot give a one-sided view, either through its producers, its hosts, or myself.

Mr. MACDONALD (*Prince*): You are saying, in fact, that the CBC cannot provide any editorializing over its medium.

Mr. OUIMET: This is the policy. We do not editorialize ourselves but we invite a lot of people who do. We do so, as you know, on Preview Commentary in the morning, on Viewpoint, and so on.

Mr. MACDONALD (*Prince*): Are these not on behalf of the CBC? I do not get the fine distinction here.

Mr. OUIMET: We keep a very careful watch on the selection and the balance so that over the course of a period of time you will get a balanced opinion.

Mr. MACDONALD (*Prince*): What you are saying is that "Seven Days" presented opinions but they were not balanced over a period of time, that there was more on one side than on another.

Mr. OUIMET: We are talking of a number of items on "Seven Days" and I say that some of them were not sufficiently well researched, some of them were presented in a subjective manner rather than an objective manner, and some of them did not present all sides of an issue.

Mr. MACDONALD (*Prince*): Could this not also be true of Preview Commentary where a commentator comes up and presents a subjective opinion of a current issue? Is that not editorializing?

Mr. OUIMET: Everybody expects that the next day somebody else will come who will discuss the same issue from another point of view. However, in the case of "Seven Days" they have one shot items. If you get an imbalance in the presentation of the item such as the pill, for example—

Mr. MACKASEY: You did not show a flat chested "go go" girl the following week!

Mr. OUIMET: That is a good example.

Mr. MACDONALD (*Prince*): Is that really a good example?

Mr. OUIMET: I was trying to be nice. No, it is not a good example.

However, coming back to the other thing, if we have only one item—we do not repeat the items from week to week or even month to month, once we have treated a subject it is gone—then it must be treated completely objectively at the moment it appears. There will be no further chance to balance it. That is our policy for other programs as well where we have one shot items.

Mr. MACDONALD (*Prince*): I understood from the statement you made earlier that you are trying to develop a new policy with regard to "Seven Days", that it was breaking new ground, that it was an adventurous kind of program and therefore you were willing to let it have certain kind of freedom that you felt would be necessary for this kind of show to do that kind of job.

Mr. OUIMET: That is so. For example, the mixture of satire in a public affairs program is a new venture, and we permitted it in this particular case because we thought it should be tried. We then came to the conclusion that it was wrong to have serious treatment of a particular item, a very serious discussion of all the aspects involved on a controversial subject, and then come out with a satire on the same subject, which, in a sense, is editorializing on the same subject. We therefore do not do that any more, at least I hope they do not do it.

Mr. MACDONALD (*Prince*): When the controversy started you expressed lack of confidence in the two hosts. As things have developed week by week, the loss of confidence seemed later to have been registered in Mr. Leiterman and then in Mr. Haggan. How far down or how far up do you go with the loss of confidence in these people who are carrying these responsibilities?

Mr. OUIMET: Let me answer the first part of your question first. We did not want to express anything publicly at all. This thing exploded in the press I do not know how; you may know, I do not. We did not make any publicity on this. We were hoping we would start the program again next year without any fanfare, that we would have two new hosts, that people would like them, that they would not worry very much about who had been there before, and the Mr. Watson would be taking on this new program. That would have been wonderful, but it did not happen.

Mr. LEWIS: Because you were unrealistic.

Mr. OUMET: This is the hazard of our occupation.

Mr. MACDONALD (*Prince*): You have not answered my question.

The CHAIRMAN: Will you please take note of it? It is now one o'clock. You will have three minutes in the afternoon, Mr. MacDonald.

We will meet this afternoon after Orders of the Day.

Mr. BRAND: Could we have some papers tabled? Could we have them by this afternoon? I was thinking of the minutes of the directors' meeting.

The CHAIRMAN: The steering committee is having a meeting right now in the parliamentary restaurant to discuss this matter of documents and to make a recommendation.

### AFTERNOON SITTING

(3.50 p.m.)

(*Translation*)

The CHAIRMAN: Order please. Your sub-committee met during the lunch-hour and discussed primarily the question of production in tabling of documents which have been requested, three of them in particular and it recommends as follows:

(*English*)

Sixth report of the subcommittee on agenda and procedure of the Standing Committee on Broadcasting, Films and Assistance to the Arts:

Your subcommittee considered the requests to the CBC for tabling of the following documents:

- (a) Report of President's Study Group and management's reaction to this report.
- (b) Correspondence between automobile manufacturers and the CBC regarding safety items.
- (c) Transcript of Mr. Ouimet's closed circuit address to the CBC employees.

After consideration, your subcommittee recommends:

(1) That we recognize that the CBC has a valid objection to tabling the report of the President's Study Group and management's reaction to this report, and therefore we should not press for production of these reports.

(2) That correspondence between automobile manufacturers and the CBC regarding safety items should be tabled, subject to the CBC receiving prior approval of car companies.

(3) That the transcript of Mr. Ouimet's closed circuit address to the CBC employees should be tabled.

Your subcommittee also recommends that on Thursday, May 12, the main Committee hear Messrs. Désorcy, Thibault and Marcel

Ouimet of the French network, as the president of the CBC., Mr. Alphonse Ouimet, will not be available.

Mr. BRAND: Why?

The CHAIRMAN: Maybe I am disclosing something but I had a communication from Mr. Keate that there is a meeting of conciliation scheduled for Thursday and that he is asking this Committee not to require the same people as they need.

Mr. LEWIS: Mr. Chairman, I think there is an error in the correspondence requested. The request was not merely for correspondence from a car company but, I think Mr. Walker said "a car company and a cigarette company" or something.

The CHAIRMAN: I also remember there was a second item.

Mr. LEWIS: Could we have it put in a more general way than you have stated it? Could we ask for correspondence from advertisers who objected to segments of "Seven Days"? We could ask that such letters be produced subject to the CBC receiving the consent of the writers.

The CHAIRMAN: Is there any objection to this change? Anyway, that was the meaning. I understand that is agreed.

Mr. MACKASEY: Mr. Chairman, you told us before lunch that you would discuss with Mr. Ouimet the possibility of producing what is known as the PSG report or the President's Study Group Report.

The CHAIRMAN: Did you just arrive, Mr. Mackasey?

Mr. MACKASEY: Yes, it was my motion before lunch.

The CHAIRMAN: Excuse me, Mr. Mackasey, but the recommendation of the steering committee on this point that was just adopted was "that we recognize that the CBC has a valid objection to tabling the report of the President's Study Group and management's reaction to this report, and therefore we should not press for production of these reports."

Mr. MACKASEY: You say you recognize a valid reason why it should not be produced?

The CHAIRMAN: Yes, the steering committee did.

Mr. MACKASEY: Could the steering committee tell us what the valid reason is?

The CHAIRMAN: Would you explain it, Mr. Fairweather?

Mr. FAIRWEATHER: I think everybody knows that I have spoken out in Parliament about not having reports of this type, such as government reports and others, made public. However, first of all, it seems to us to make the Corporation pay for a change in policy. I would like to see the policy changed but I would like to see it changed right across the board—there is much too much hiding.



The other thing is of course that surely it would be inhibiting if the President were asked for this type of intra-Corporation report in the future. This would inhibit the people making it—and I presume they pulled no punches—if they knew what they said was subject to scrutiny by a parliamentary Committee. That was our thinking.

Mr. MACKASEY: Perhaps I could explain why I want it, and that might throw a little light on the deliberations. It seemed to me that since we have been meeting we have limited our discussions to This Hour Has Seven Days. We seem to be going over the same area fairly frequently—which is normal as we have had so many meetings. We are all coming our own individual conclusions on what is wrong. I have no other basis for coming to this conclusion other than what I have heard here, that This Hour Has Seven Days is only one of many similar instances and differing only in the following respects, Mr. Chairman, that because of the publicity that it has aroused this Committee was seized of the problem of This Hour Has Seven Days and that there could conceivably have been many similar types of internal arguments which I think should be thrashed out.

At our first meeting the Minister indicated the same thing. I do not want to take up too much time of the Committee in explaining it, but I think I could quote the minutes of proceedings of the first meeting. She quoted Mr. Ouimet as saying:

I think there is a general problem we have to look into very quickly. I am inclined to agree with you that there is more to it than "Seven Days".

This is Mr. Ouimet's statement. Mr. Ouimet has stated in public, or wherever he made this particular statement, that the problem is greater than "Seven Days", and then management here has consistently indicated that it is limited to "Seven Days". There seems to me to be a point of controversy. The only other neutral source to which I can get is the Fowler Report. The Fowler Report treats at some length what is known as the President's Study Group report. If you deny this report, then I will have to question Mr. Ouimet on strictly second hand information which, in this case, is the Fowler Report which does reach certain conclusions which I can not reach independently. I would have to presume the Fowler Report interpretation is accurate.

The CHAIRMAN: All I can tell you at this moment is that you are out of order since this was the recommendation of the steering committee and it has been agreed to by the Committee as a whole.

Mr. MACKASEY: Am I in order in making a motion at the present moment that despite the recommendation of the steering committee this particular report be made available to the Committee?

Dr. P. M. OLLIVIER Q.C. (*Parliamentary Counsel and Law Clerk*): Of course there is a contradiction there since the report has been adopted, but generally I would say that the Committee, as is the House of Commons, is entitled to all the information it can get. It is up to the Committee to decide, not up to the Chairman. The witness also has the right to give reasons why he desires not to

table any documents. However, in the long run the decision is for the Committee to make, not the witness or the Chairman. There are a few cases, imagine, where the Chairman would decide. If, for instance, you ask M. Ouimet to produce his income tax report, I imagine that in that case the Chairman would rule it out of order. The difficulty now is that the report of the steering committee—which, by the way, I did not attend—was adopted, and the steering committee has decided that these reports should not be produced. You are simply asking for the decision to be reversed. I do not know what the situation is there. You could do it by unanimous consent.

The CHAIRMAN: The advice which the Chair expected was on the acceptability of the motion to reverse the decision that was just taken.

Mr. OLLIVIER: But the acceptability of the motion can only be done by unanimous consent. Having adopted the motion, if you want to change it, you would have to have the unanimous consent of the Committee.

Mr. GRÉGOIRE: On this point, I would like to say that the point which was raised about the precedent—I think this report has not been adopted by the Committee yet.

The CHAIRMAN: It has, and by the Committee here.

Mr. GRÉGOIRE: When?

The CHAIRMAN: Right now.

Mr. MACKASEY: Do you leave before the question period, or do you have a short one on the way over?

I did not hear you put the question to ask if this report was adopted.

The CHAIRMAN: I said "Is this agreed?" and it was agreed.

Mr. MACKASEY: Yes; the report of the steering committee; but the only point is that I would like it to be proceeded with—

Mr. OLLIVIER: The only way you can resolve that is to refer to the minutes, which, I presume, were being kept by the clerk of the Committee.

To my mind it was adopted.

Mr. MACKASEY: In view of the fact that I have made a specific request, and in view of the fact that I had agreed not to present the motion on my understanding that it would be discussed by the steering committee, I would think it would have been common courtesy to have waited until I got here. My attendance has been as good as anybody else's.

Mr. LEWIS: May we get unanimous consent for the matter to be reopened instead of taking up the next 15 minutes arguing about it?

The CHAIRMAN: Is there unanimous consent that the matter be reopened?

(Translation)

An hon. MEMBER: Agreed.

The CHAIRMAN: Agreed?

(English)

Mr. PRITTIE: I agree he was not here.

Mr. LEWIS: It was his request and he was not here.

The CHAIRMAN: Is there unanimous agreement?

Some hon. MEMBERS: Agreed.

Mr. MACKASEY: The reason that I want this is that I share the concern of steering committee in the event that certain documents should remain within the confines of crown corporations if Parliament is not to be guilty of interference.

At the same time, in view of the statement of the Minister that this problem is likened to that of an iceberg, in view of the statement of the president of the Canadian Broadcasting Corporation that it seemed to him that the problem was much wider than that of "Seven Days" alone, and in view of the fact that there have been three different study groups on the administration of the CBC—the Glassco Report, which, I presume, would have a bias against management, and therefore I arrived at the conclusion that it was unfair; the second one, the Fowler Report which I am quite willing to ignore for the same reason—I thought I was being fair to management in asking for the tabling of the one report which is the result of a study initiated by the president of the Canadian Broadcasting Corporation, within the Canadian Broadcasting Corporation and along the terms of reference agreed to by the president of the Canadian Broadcasting Corporation.

Now, if I am denied access to this particular report, then, I ask you by what other medium can this information be obtained. Are we going to get from some witness some evidence whether there is this problem of "Seven Days," or that there has been a long series of similar problems that have not come to public attention because there has been no public demand? Because,—and this is unprecedented and unexpected, I might say—Mr. Ouimet indicated that he would have preferred to have no public outcry at all and that in the fall he could have started new people.

If I am to be denied access to these documents what other medium is at my disposal, Mr. Chairman.

I have one other point. I must go back to the documents which are the Glassco Committee Report, and the Fowler Report. The Minister has asked that we do not discuss the Fowler Report in view of the fact there is to be a white paper on it.

At page 143 of the Fowler Report there is a paragraph entitled "Comparison of Glassco and President's Study Group Studies," outlining 11 items which the president's own group has indicated as representing bad management, inefficient management, which the Glassco Commission come to by a com-



pletely independent study; and on page 144 there are outlined four other areas in which the CBC's own internal committee indicated inefficiency on the part of management.

Now, as one person, I am not particularly interested in the program "Seven Days," by itself. I am more interested in the criticisms that are constantly thrown at the CBC, and I want to know if there is any foundation for those criticisms coming from the Glassco Report and the Fowler Report and obviously coming out of the president's own committee.

In conclusion, Mr. Chairman—and I promise to conclude on this note—at the bottom of page 138 of the Fowler Report it says that the arguments that management raised at the time, in rebuttal of the Glassco Report, "—may be summarized by saying that it rests on the French maxim 'C'est le résultat qui compté—since the commission had found the resulting programs good, nothing much could go wrong with the organization and its administration.'" It seems to me that this is the line Mr. Ouimet took this morning very effectively—"since we are turning out good programs, ergo, there is nothing wrong internally," and I seem to think that there is. Unless we can get this particular report I am at a loss to know how we will find out whether the CBC and the Canadian taxpayer are getting value for their dollar. This is why I would like to get hold of the president's report.

The CHAIRMAN: Are there any other remarks?

Mr. BASFORD: I would call for the question on the motion, Mr. Chairman.

The CHAIRMAN: There is no motion yet.

Mr. BASFORD: Then, what has Mr. Mackasey been debating?

Mr. MACKASEY: As I understood it, Mr. Chairman—and this is for Mr. Basford's information—you had said that we had unanimously agreed to the reopening of the question for debate.

Mr. LEWIS: The vote would be on the steering committee's report. I suggest that we should not spend too much time arguing—

Mr. STANBURY: Since I raised the question some days ago I want to say that I feel that it would be of great advantage to the committee to know something about this report which received such attention in the Fowler Report, and to which reference has been made by several of the witnesses.

Not knowing the reasons that the president has given for not wishing to table this report, I am somewhat at a loss to know what they could be. I do not think there would be any problem of revealing information to competitors.

The CHAIRMAN: Is it the wish of the Committee that we hear Mr. Ouimet on the reasons why he does not wish to table the report?

Some hon. MEMBERS: Agreed.

The CHAIRMAN: Agreed.

Mr. OUIMET: There are two reasons. The first reason is one of general principle. I think Mr. Ollivier has mentioned this also. I do not know whether



e has mentioned it to the Committee. Such reports as the one I am talking about—reports which are asked for within the organization, for its own advice, to work on—have always been considered in Parliament—by Parliament itself, and also by all Committees that I have had the privilege of appearing before—as privileged document. So there is this question of principle.

It is not up to me to point out the precedent which you will create, but I think you would be creating a precedent in this particular instance.

Mr. MACKASEY: Were these documents made available to the members of the Fowler Committee?

Mr. OUIMET: They were made available to the members of the Fowler Committee; that is true. Whether we should have done it or not, I do not know.

The second reason is the fact that we are dealing with an organization that has been completely changed. In other words, the PSG study was made prior to the change of organization that I described here, and deals with the situation which existed, according to the report, before we made the changes in organization; and I think that what is important now is what we have got and not what existed in 1963 or 1962.

This is also the trouble with the Glassco Report which dealt at that time with a situation which has been changed by the changes in organization.

But on your first question, and it is a very important one, I think, there is the fact that Parliament itself, by its traditions, does not see fit to reveal publicly such documents as the one to which you are referring.

Mr. MACKASEY: It may be that we will be able to preserve those traditions. You have said something of great significance to me. You are telling me that now that you have had a chance to analyze the report you have introduced changes in the organization. Since what date? Is that 1964, or—

Mr. OUIMET: 1964.

Mr. MACKASEY: Would you have any objection, when my turn comes for normal questioning, if I question you on the 11 areas, and perhaps you could outline to me briefly what changes you have made along, as a matter of fact, the 11 items which appear in the Fowler Report.

Mr. OUIMET: I certainly have no objection. Not only that, I could show you the charts which I have here what had been recommended and what has been carried out.

Mr. MACKASEY: I will accept that compromise.

Mr. LEWIS: Mr. Chairman, I have read the Fowler Report, and what was discussed there and what was discussed by the president's study group was not merely the line of authority and these things that Mr. Ouimet showed us on a chart.

I am sure that Mr. Ouimet is anxious not to mislead this Committee, but the matters which are reported on in the Fowler Committee Report go far beyond the structural lines. It deals with many more fundamental problems than that.

Also, Mr. Chairman, I hesitate to insist on the production of internal papers, but I propose to move that this Committee ask Mr. M. A. Harrison, who was chairman of the president's study group, to appear in order that we may discuss with him the situation in the CBC.

Mr. OUIMET: At that time?

Mr. LEWIS: Whether or not there have been changes, and whether or not the changes have met the suggestions of other people, is itself a matter of controversy. I am not satisfied from the little I know that the changes Mr. Walker and you have referred to have been anything more than purely *pro forma* changes which may cut a line short here or there but did not really go to the essence to some of the suggestions made. That is a matter of opinion and I do not propose to be led into accepting Mr. Ouimet's say so. It is his opinion. It may be my opinion if I had more evidence. At the moment it is not.

Mr. OUIMET: Mr. Chairman, since Mr. Lewis raises this question that the changes we have made have been *pro forma*, I hope that you will give me a chance to indicate to you how these changes were carried out and to prove to you that they were not just *pro forma*.

An hon. MEMBER: The question on the report.

The CHAIRMAN: Since the situation we are in now is that Mr. Mackasey has withdrawn his objection we are just back where we were and the report is adopted.

Mr. MACKASEY: I have withdrawn it with the provision that Mr. Ouimet raise no objection to answering questions not just on the lines of administrative changes but on the 11 changes as outlined on page 143 of the Fowler Report.

Mr. STANBURY: Do I understand that no objection is going to be made by Mr. Ouimet to the attendance of Mr. Michael Harrison and his being questioned on the nature of this report.

Mr. BASFORD: It should be made clear that the steering committee discussed the question of calling Mr. Harrison who has been in communication with the Chairman. We came to no conclusion because we did not have his letter before us.

The CHAIRMAN: It might be premature to go into that now.

Mr. BASFORD: In answer to Mr. Stanbury, Mr. Chairman, Mr. Ouimet hardly in a position to object to our calling Mr. Harrison.

Mr. LEWIS: I want to move that this Committee instruct the steering committee to consider calling Mr. M. A. Harrison who, I understand, was chairman of the president's study group, or an active member of it, as a witness before this Committee.

Mr. FAIRWEATHER: I second that.

The CHAIRMAN: It is moved by Mr. Lewis and seconded by Mr. Fairweather that the steering committee call Mr. Harrison.

Mr. BASFORD: I suggest that the steering committee discuss it.

The CHAIRMAN: That the steering committee discuss it before this Committee?

Some hon. MEMBERS: Agreed.

The CHAIRMAN: Is that agreed.

Motion agreed to.

Mr. LEWIS: What happened to the other request? I understood one of the members asked for the transcript of Mr. Ouimet's appearance on "Newsmagazine"? Has that been dealt with.

The CHAIRMAN: Yes; that group of requests have all been made to Mr. Walker; and it appears in—

Mr. LEWIS: Is that going to be tabled?

The CHAIRMAN: That is what I am about to tell the Committee.

There was a misunderstanding. Mr. Cowan had obtained from the Chair an assurance that he could put some questions to Mr. Walker. Through some misunderstanding I thought they were to be to the president of the CBC.

The steering committee agreed that it would recommend to the Committee to call Mr. Walker back for this purpose to answer a few questions from Mr. Cowan. But we can ask the Committee to discuss the matter of these documents which Mr. Walker had agreed to table.

We will just deal with this first. This is from the Minutes of the Proceedings and Evidence of Thursday, May 5. Mr. Fairweather requested the production of the following documents which Mr. Walker agreed to table: An organization chart of CBC senior echelons. I think this has been done.

Mr. WALKER: Yes

●(4.20 p.m.)

The CHAIRMAN: And, all public statements by the president of the CBC and other management officials since the middle of April, 1966, relating to the "Seven Days" dispute.

Mr. WALKER: I cannot answer that.

The CHAIRMAN: And, complete transcript of the Newmagazine interview between Mr. Norman DePoe and Mr. Ouimet.

Mr. WALKER: With regard to the question prior to that, the information will be tabled tomorrow.

Mr. OUIMET: The first part tomorrow and the transcript by the end of the week.

The CHAIRMAN: Of Newmagazine?

Mr. OUIMET: That is what I am told.



The CHAIRMAN: Would you proceed now, Mr. Cowan.

Mr. COWAN: Thank you, Mr. Chairman. Mr. Walker, my questions have been waiting for some days. You have testified on two occasions, and I hope my questions will not appear too disjointed to you.

First of all, I would like to say to you that I consider any investigation into the handling by management of CBC of this "Seven Days" affair to be a wild goose chase. I have said so from the start and I repeat it.

I would like to congratulate the management and you, personally, for coming forward and making such a statement as reported in last Thursday's *Globe*. I will have to read from the newspaper because I have not the Committee report.

What we do not want and we will not have are the constant challenges to basic ethics, standards, policies and all the old fashioned things like respect for good taste, personal privacy, integrity and so on. But, we will not continue with actions lacking in integrity, lacking in honesty, offensive, and in bad taste.

I congratulate you on the statement, sir, and I am glad to know that there are people like you in management positions to clean up the mess that has been developing in the CBC.

Now, there is a question or two that I would like to ask you. I understand that Gerda Munsinger was paid \$5,000 by the CBC; was this to appear on *This Hour* has Seven Days or, when she appeared on film in the news?

Mr. WALKER: It was on a news special, sir.

Mr. COWAN: That \$5,000 was not authorized by anyone on *This Hour* has Seven Days segment of your operation?

Mr. WALKER: No.

Mr. COWAN: I have another question. We in Parliament are denied so much information about the CBC, when we ask for it, that I hope any questions I ask you today will not trap you into telling me how much the hon. Mr. Sauve's wife makes when working for the CBC, or that you might let it slip out what the French network costs. I suppose that these are competitive figures. I understand the French network is getting up to the point where it costs almost as much as the English network, which would make it competitive.

But, there is a question on accounting that I would like to ask. I was fortunate enough to be on your national network with Mr. Norman DePoe being the master of ceremonies, if you want to call it that—and just an hour or so before he left for England to cover the British election. He told us he was leaving to cover it which, I presume, is a proper function of the CBC, in the estimation of the management. But, the next time I saw Mr. DePoe it was from Munich, giving us a weather report about the snow, the cold weather and DePoe's expenses at Munich be charged up to chasing this prostitute over the crowd in the street. In your accounting practice at the CBC would Munich Europe or was it charged up to covering the British election?

Mr. WALKER: He was there, first of all, to cover the British election, sir.



Mr. COWAN: So, the cost would not be assessed against chasing this woman of the street half way around the world?

Mr. WALKER: No.

Mr. COWAN: Well, I just wanted to get that angle of accounting straightened out. I was in business for 40 years and I have had a lot to do with accounting; while figures do not lie, liars figure, and we can put the cost of these various employees to whatever we wish to put them, I know.

By the way, I never attended any sessions of this Committee while the dismissed employees were testifying; but, I was press ganged into it one night when they did not have a quorum, so I came along and I made up the quorum.

I heard Mr. Leiterman remark to my interest, when he was giving evidence, that on that Thursday night, I believe it was, the producers association had not yet decided whether or not This Hour has Seven Days would show the next Sunday. Does anyone need to thank the producers association because it did show the following Sunday? He made the statement here as a witness.

Mr. WALKER: I really cannot comment on that because I do not know what exactly he had in mind. It would not be with the authority of the producers association that the program would have shown or not shown.

Mr. COWAN: I have another question from a purely business standpoint, sir. In the evening hours throughout the week they refer to prime time in radio and television. I have sold a great deal of advertising in my time. What are your peak hours or prime time during the week. Of the seven nights in the week, I understand the greatest demand is for Sunday night.

Mr. WALKER: It is our view that Sunday night is perhaps in most ways the most important day of the week in terms of broadcasting, and the prime hours could be between perhaps 7 p.m. and 11 p.m. Most important perhaps, I say again, simply because it is the one evening of the week you can really count on the whole family being available—the one day at least; and during the week, Monday through Saturday, the balance of the week, generally speaking, we regard the prime hours, sir, as 8 p.m. to 11 p.m., perhaps 8 p.m. to 11.15 p.m. because of the national news in this area.

Mr. COWAN: Sir, I gather from what you are saying that the prime time is from 7 p.m. until 11 p.m. on Sundays and throughout the week. For what hours between 7 and 11 do you charge the most from an advertising standpoint, the hour from 8 to 9, from 9 to 10, or 7 to 8, or are all four hours sold at the same rate?

Mr. WALKER: Well, we have a rate card that specifies prime time and other times less than prime time; they are referred to as class A, class B and class C. It may be a little off in terms of the exact time periods but relatively speaking the prime time, I would say, would be in the neighbourhood of 7 to 10, commercial-speaking.

Mr. COWAN: There was some comment recently that the program Juliette might be dropped from CBC programming; this remark appeared often in the

papers, and I heard on radio and television that this program had a big carryover audience after the national hockey games Saturday nights. Juliette had a big carryover audience and the admirers of that show are talking about the audience she had while others were talking about the carryover audience. The hours from 7 until 11 on Sunday night being prime viewing time, you might also say that most television viewers are in front of their television sets seeking entertainment or information. What would you say is the size of the carryover audience into the 10 to 11 segment on a Sunday night from some of the earlier programs running from 7 to 8, 9 and 10 o'clock?

Mr. WALKER: This is a very interesting observation. I do not think we have any research that really would identify what you refer to, and correctly so, as a carryover. But, as it happens with the Ed Sullivan hour from 8 until 9, and as it happens with Bonanza, from 9 to 10, Sunday nights have very very large audiences, and they continued to ride up near the top, if not at the top, in certain of the past years. It is quite obvious there is a very important carryover for any kind of programming that would follow 10 to 11. Now, this is not to look down the nose at the kind of audience that "Seven Days" has established for itself.

Mr. COWAN: You are reading my mind, sir.

Mr. WALKER: But I do say, and I think it is a proper thing to observe, that there is a very important carryover from Bonanza on Sunday nights as well as on Saturday nights, when there is a very very important carryover from hockey into the Juliette hour.

Mr. COWAN: Therefore, Mr. Chairman, through you I was trying to establish the fact there is a tremendous carryover into that 10 to 11 hour period on Sunday nights. I was getting a little provoked reading time and time again about the millions and millions of viewers they were attracting to themselves because of this lively program. I am sure the program could have been one half as lively as it was and it would still attract millions of a carryover audience. I am not denying there may be some people turn the set on at 10 o'clock to see the 10 until 11 show. I think they are claiming 3,300,000 viewers; anyway, they talk in millions down here. It has 3,300,000 viewers, all well and good, but I imagine the carryover audience would be at least 1,800,000, if not more.

Now, sir, the purpose of my asking the next question will become evident in about three or four minutes. I presume that as an avid viewer of television and radio you are well posted in history. What do you think of the action of Cromwell more than 200 years ago in bringing the army under the control of Parliament by the simple expedient of demanding that they be accountable annually to the British parliament.

The CHAIRMAN: I must make the witness aware that he is free to answer this question or not.

Mr. COWAN: I will bring it right around into his hands in a moment if he does not follow me.

Mr. McCLEAVE: He lost his head too; there are a few heads that rolled here and perhaps it is relevant.

Mr. WALKER: I always find it difficult to answer, sir—

Mr. COWAN: Did Cromwell lose his head?

Mr. McCLEAVE: It was put on a pike after he died.

Mr. COWAN: Thank you for correcting yourself.

Mr. WALKER: I say, sir, with respect, I find it difficult to answer that question. I might simply demonstrate my ignorance of history.

Mr. COWAN: Well, I am sorry that such an avid T.V. viewer as yourself would be able to plead ignorance on any score because I thought we were interested in cultural background, and radio and T.V. cover everything.

Mr. WALKER: Thank you.

Mr. COWAN: What I am driving at, sir, is the fact that in Great Britain parliament must meet every year. This is a requirement from a convention of the British constitution in order to pass the annual army act; this grants apply to the army and it puts the army under the control of parliament, where the control of the army should be. And, in the British North America Act we have section 20, which reads:

There shall be a session of the Parliament of Canada once at least in every year so that twelve months shall not intervene between the last sitting of the Parliament in one session and its first sitting in the next.

Now, when you were giving evidence before us you remarked—and I would not have asked to speak to you at all in this matter if you had not made this comment—that you are provoked with the fact the CBC has to ask once a year for its financial support for the operation of the institution. I was here the day you said it—which was the second day you were in the chair. This is a Toronto Star report: "He deplored the year to year basis of Parliament's present financial grants to the CBC." I heard you remark you would like to see it done once every ten years. If the CBC should get its grants once every ten years would the taxpayer only have to pay taxes once every ten years? As you know, it is quite a chore for the taxpayer to pay his taxes, just like it is for the CBC to be held accountable every year. Would you recommend the taxpayers pay once every ten years too?

Mr. WALKER: Well, I have to comment from both sides of the fence, I suppose. As a taxpayer myself it would be very pleasant.

Mr. COWAN: Yes, it may be pleasant but it would not be very efficient?

Mr. WALKER: No, sir, it would not.

Mr. COWAN: Well, how would you get around section 20 of the British North America Act. If all departments and crown corporations were getting their money in ten year grabs, we would not need to have Parliament at all except once every ten years, would we?

Mr. FAIRWEATHER: We would have to vote our own salaries.



Mr. WALKER: I think I was simply making the observation which we as a Corporation have made many times before, that in strict business terms—and I am sure you will recognize this—it is difficult to make any planning in terms of the future and, Heaven knows, the Corporation has to plan its activities well into the future, we do them in a state of vacuum when we do not know what funds are going to be granted to us to run this most complex service for Canada. We really can plan only on the basis of one year, knowing full well—and we make our plans accordingly—that sometimes we must look as far ahead as five years with no money at all to be counted upon. So, we simply say in relation to the responsibility that we have to provide a service, that it must be planned long in advance. We have been working on centennial planning, for example, for something more than—or, thinking about it, for something more than two years. The same goes for Expo. We always work in advance and really commit ourselves to a service, without having more financing beyond twelve months. Now, this is a very difficult position to be placed in, sir. That was the only observation I was making at that time; we said it many times before, and I think we have a great deal of understanding that it is difficult to try and plan a service that we know we have to do somehow or another and only have the assurance of twelve months of financing. That is the only point I am making.

Mr. COWAN: Well, sir, I found business difficult when I was engaged in it for 40 years but I did not run away from it because I found it difficult.

Mr. WALKER: No, nor are we running away from it because we are still planning in advance.

I recognize the other point you make in this connection. We are prepared to be accountable, of course, always, for the expenditure of funds at any given time. All I am saying is that it seems reasonable to have a formula of financing that would fit reasonably well into our commitment to provide a service, and that involves long term planning. We have objectives on our book, or had—we keep updating them—that go as far ahead as five years, but there is no relationship between that kind of advanced thinking and the formula we have for financing at the moment. Accountability we accept, absolutely.

Mr. COWAN: Sir, I have had to go through three elections in about 40 months; it was not a very profitable experience or too enjoyable. But, if you are going to vote the CBC funds in ten year grabs do you think that the government in power between 1962 and 1963, when I sat in opposition, should have had the right to give the CBC carte blanche for the next ten years so that the government elected in 1963 and the government elected in 1965 would have no control over it? We hold elections in order to show a different viewpoint.

Mr. WALKER: I will just have to come back to my comment that accountability is the keynote, and we all would have to be accountable for the funds we spent, of course. All we are presenting is the proposition of a formula which goes beyond 12 months of financing. Accountability always must be there.

Mr. COWAN: In reading the *Globe's* account last Thursday of the Wednesday hearing—I was not here—as written by Mr. Norman Webster, he started off with two statements:



The team producing "This Hour has Seven Days" has built itself almost into a separate corporation within the CBC, H. G. Walker, vice president and general manager of the CBC network charged. The root evil lies in this fact.

Then, further down:

The "Seven Days" group has set itself up almost as a separate corporation and the root evil of that most unfortunately has spread.

You do not feel that if the CBC got its money in ten year grabs that it would be a separate corporation within the Corporation of Parliament?

Mr. WALKER: No sir, I do not.

Mr. COWAN: Well, I see a great similarity between the two phrases myself, and I will probably get to it later.

When Mr. Ouimet first came forward last Friday—at the time I thought I was going to be able to ask you some questions—he referred in this room of the Liberal caucus, which is very leaky, that he wanted to make a statement before leaks got out, and there was some talk about leaks here and there. I asked the question, if you remember, of the press representatives, if they yet had a copy of the leak the CBC were afraid of. I was 40 years in the newspaper business and enjoyed every moment of it. I want to ask you a question, sir. When the heat was on—that is, the dismissed employees really telling us up here what they thought of management, and they did not mince any words and none of them tuttered from what the members of the Committee tell me—all at once in the middle of it it comes out that there have been CBC cameras go into Jameson—I thought of the Jameson raid prior to the Boer War, but they went into Jameson Avenue in Toronto and photographed two boys and a girl in bed; this had a CBC director in charge, and they just rolled the cameras and took pictures here. I wanted to ask you, as an old newspaper man—because there was publicity on that program, "Youth and Morality", released last August, and I read it—was this leaker to the *Toronto Telegram*, by any of the senior management of the CBC? I mean, blurting out the news that Monday morning instead of took the heat off some people, I think. Or, do you think the *Telegram* itself uncovered the fact this picture had been taken last August, because if they did I would like to nominate them for a national newspaper award next year.

(4:40 p.m.)

Mr. WALKER: I am trying to recall the month now; I think it was last June or July when I was apprised of the situation that was brought to light by the *Telegram* that you referred to, through the division up to Mr. Hogg and to me, that indeed this sequence had been filmed as part of the documentary on youth and that it had been promoted.

Mr. LEWIS: Mr. Walker, did you say "exactly as reported in the *Telegram*"?

Mr. WALKER: I did not say that.

Mr. LEWIS: It sounded as if you might have.

Mr. WALKER: If it sounded that way, let me correct it at once. I am making no reference at all except to the fact that there was an apartment sequence shot on film to which reference has been made in the *Telegram*. We were aware of it last June or July, and quite properly and responsibly the complete supervisory line simply X'd that sequence out.

Mr. COWAN: My question was whether it leaked to the *Telegram* from top management or did they uncover it themselves by diligent work?

Mr. WALKER: No, sir, not at all.

Mr. COWAN: I am a newspaper man myself and I take your word for it. I will have to nominate them for a national newspaper award.

The CHAIRMAN: Your time is up, Mr. Cowan.

Mr. COWAN: My time is up, I know, sir. Could I just ask one more question? I noticed the *Globe* quotes Mr. Leiterman as saying that they were just horsing around on the bed, the two boys and the girl. Would this be one of the reasons why the talk about "barnyard morals" in some of these Festival scenes that we get over the CBC, or is it just coincidental? Mr. Leiterman said "They were just horsing around on the bed", and you hear people talking about the CBC's barnyard morals. There are those "gaudy" episodes on *This Hour Has Seven Days*, the contraceptive program, and other things like that. Is there no connection between the use of those words?

Mr. WALKER: You would have to ask Mr. Leiterman about that.

Mr. COWAN: I refuse to ask him.

Mr. McCLEAVE: Before Mr. Walker leaves may I say I have two questions regarding the case of Mr. Southam. Will the witness be recalled at some future time or does this complete his testimony?

The CHAIRMAN: I do not think there is anything beyond the wishes of the Committee. No witness is heard with any eternal finality. It is not planned to recall Mr. Walker but it is not impossible either. If you want to put the question to him right now, please do so.

Mr. McCLEAVE: My first question is why you went around Southam's public affairs supervisors and did not inform them formally of what you had done in connection with Southam?

Mr. WALKER: I do not know that I can answer you correctly on this because I do not recall having gone around his supervisors at all. First of all, as explained, I believe, in brief reference to this situation, Mr. Southam is on the staff of the Ottawa area. The Ottawa area reports to my colleague, Mr. Jennings, the vice president in and general manager of regional broadcasting. I was Mr. Jennings who brought the situation to my attention just before he left for his holidays. He called a meeting in his office about the cost of the program which seemed to be abnormal, which was being produced for the English network out of the Ottawa area and charged to the English network's budget, in other words by financing for the English division. He expressed great concern

He brought the principal officers over from the Ottawa area management to discuss it and, with his concurrence and in his absence, and with the knowledge and great help of his executive assistant and the officers of the Ottawa area management, I followed it through with a further inquiry in terms of the money that had been spent. The sum seemed abnormally large in relation to the money that had been spent.

Mr. McCLEAVE: Did you deal with the public affairs supervisors?

Mr. WALKER: No, sir, he does not report to the public affairs supervisors, he reports to the director of operations in the Ottawa area.

Mr. McCLEAVE: My second question concerns the fact that I understand that you said he is dismissed without cause.

Mr. WALKER: No, I did not say that; I said his case was dealt with by the Ottawa area management quite properly. I understand he has been given notice, but I believe he is still on the staff, I am not too sure of this.

Mr. McCLEAVE: I understand he has been paid but he is not allowed to work. I wondered how this has come about.

Mr. WALKER: I cannot answer this because he did not report to me. This situation, as I said yesterday, is being reviewed.

Mr. COWAN: Could I remind the member for Halifax about the \$450,000 which the CBC spent for work not done?

Mr. McCLEAVE: This is more current history, Mr. Cowan, thank you.

The CHAIRMAN: Thank you, Mr. Walker. Mr. Ouimet, will you please come up to the table?

Mr. STANBURY: Mr. Ouimet, since apparently we are not going to have the benefit of the report of the President's Study Group, I wonder if you could tell me what recommendations of the group have been implemented?

Mr. OUIMET: Yes, this is easy to do.

The study group recommended that there be a greater distinction or separation between the chief executive and the chief operating functions—this is the function of the president and the vice-president. This was agreed upon and done.

Mr. STANBURY: In what way?

Mr. OUIMET: It has always been that way but it has become blurred because the vice president had been away for about seven months when he was in the hospital and during that time I had to take over some of his responsibilities. When he came back, we went back to the original pattern that we had in 1959.

Mr. STANBURY: That was a re-allocation of duties between you and the vice-president?



Mr. OUIMET: It is a clarification of them. At that time it was made very clear that the vice-president and general managers were reporting directly to him, as you have heard from Mr. Walker.

Mr. STANBURY: Were there any other recommendations that you have implemented?

Mr. OUIMET: Then they recommended the creation of a corporate planning function. We agreed and created it, and Mr. Gilmore is the vice-president of planning.

Then it was recommended there be a separation of operations and personnel, and that was done.

Then there was a recommendation that there be a new department called operating services, created at the head office, which would group many services of different nature that were located in many other departments. This was agreed to but with major modifications.

Then there was the recommendation that there be a creation of separate planning and operating services under several vice-presidencies. We said no, one vice-president can do both jobs, so Mr. Gilmore is actually vice-president of planning. He takes care of planning and also retains something he had before, the operational side.

Mr. STANBURY: The PSG wanted more vice-presidents?

Mr. OUIMET: They wanted four more vice-presidents than we have, and that was one of the reasons we thought this was getting top heavy, so we did not accept it.

They wanted the separation of the finance department into two separate departments, one being finance and the other being the comptroller, the vice-president of finance, reporting to me, and the comptroller reporting to the vice-president. We did not agree with the split because in practice there would still have had to be a very strong functional relationship between the vice president of finance and the comptroller because they still work in the same area. We do not work in the same way as a private corporation which has to float loans or issue shares. The question of financing is really one that is dealt with by the chief executive officer together with the Treasury Board and Parliament, and not in the form that you find in private companies where you actually issue shares and debentures. So we thought this was too complicated and it was not agreed to.

Then they recommended the separation of sales and programming. The way we had it before was that we had the sales and program functions together in the divisions as well as in the head office. The reason for this was to make sure that the programming objectives remained paramount in any decision, and not the sales objective. Actually we agreed to their suggestion partly; we separated the programming and sales at the divisional level. I showed this to you on the chart this morning. However, in terms of general policy we did not create another vice presidency and we kept it under the same vice president as we had before. Therefore, this was partly agreed to and partly disagreed with.

Then there was the creation of the network co-ordinating unit under the vice president of programming. This was agreed to.



There was a recommendation for the creation of a local regional programming unit under the vice president of programming. This was agreed to but the unit was made to report to the vice president and general manager of regional broadcasting and not to programming, so the unit was created but the line of reporting was different.

They had recommended a separation of the ten corporate staff departments. They had recommended ten departments, we had six at that time. That is why I talked about the ten vice presidents they were recommending. They had recommended a separation of these ten corporate staff departments into two separate groups, one reporting to the chief executive and the other to the chief operating officer. We agreed to this only in part. We made some minor changes in the responsibility of the vice presidents. As I have mentioned, Mr. Gilmore instead of being head of personnel and operation was given planning and operations, so we ended up with six departments, as we had before, instead of ten. If I remember correctly, instead of having five departments reporting to me and five reporting to the vice president, there are two reporting to both and two reporting to the vice president, the other reporting to me. I must mention that the vice president and general managers report to the vice president, so that makes five at that point. This will be clearer on the chart.

Mr. STANBURY: It will be clearer when we read your testimony.

Mr. OUMET: Then we come to a very important difference. They had recommended the separation of the divisional program function into two parts, programming and production, and the transfer of the programming responsibility from the general manager of English and French network broadcasting to the vice president of programming; and the corresponding creation, under the vice president of programming, of two lines of programs to be procured by production, one in Montreal, to plan and specify the programs to be procured by production under the authority of the general managers. We disagreed with the idea; we rejected it after very careful consideration as being too complex and too costly.

Then there was the recommendation for the transfer of the vice president and general managers of the English and French networks to Toronto and Montreal. This was not agreed to. Actually, they spend time in both places but this is something that we have had under close examination for quite a while. This is not a major matter of discrepancy.

Then they recommended the abolition of the position of general manager, regional broadcasting, with the areas and the services reporting directly to the chief operating officer and vice president. We did not agree because it would have made something like 15 or 18 people reporting to him. We kept the vice president, regional broadcasting.

They recommended the establishment of a program brief and order system. We agreed to do it but it has not been done yet. However, we intend to do it.

They recommended the divisional staff departments be made the counterpart of the head office staff department. That was agreed to and that is done.

They recommended the separation of radio and television operations into two departments under divisional management. That is what I explained to you

this morning; we had a separation of radio and television. We agreed to it but with a major modification; we took public affairs and made it into a third department.

There were other minor recommendations. They recommended further studies in the field of training, communication, budgets, program rights, committees, staffing, and what was called "operating ratios". We agreed to some of them, some are under way, such as training, which is one project which we have under way.

If you want to have a look at this, it would be a lot simpler to see what looks like on the chart.

Mr. STANBURY: We will be able to follow it as we read the testimony with the chart in front of us.

You have referred to a number of areas in which you did not accept the recommendation of the group. Were there some other recommendations that you did not accept?

Mr. OUIMET: No, I think this is complete.

Mr. STANBURY: It might have been easier if you had tabled the report, but I am glad to have contributed my time to you so that at least we have it on the record to this extent as a basis for further questioning.

Mr. OUIMET: May I say this is quite normal. When you ask for a report from advisers, whether they are from the outside or the inside, the on responsibility they can take is to give advice. The man who receives the advice must take the responsibility to decide whether to carry it out or not. In this case this was not only a decision of the president, it was also a decision of the board because we considered the permanent structure of the Corporation to be a matter of policy. This is not something which is left solely in my hands.

Mr. STANBURY: From my hearing of your recital about this report, it seems to me that one of the salient recommendations which was not accepted was that of elevating the programming functions considerably, for instance, establishing a vice president in charge of programming and nothing else.

Mr. OUIMET: By the way, we have a vice president in charge of programming policy. We have him now and we have had him for some time. What they recommended was that he be given a line of authority down to the divisions and that is what we did not accept. By the way, the Fowler Report did not agree with that recommendation of the PSG. This was the heart of the recommendation.

Mr. STANBURY: Did the PSG also indicate that it was desirable to have someone at that level of management who was particularly conversant and interested in programming as such?

Mr. OUIMET: We have not only one. We have a vice-president of programming and we have vice presidents and general managers of the three operating divisions who are program persons with full responsibilities for programming in their areas.

Mr. STANBURY: The implication runs through the Fowler Report, and it seems to be implicit in the PSG report, that there is not the strength of experience and knowledge of the work, the day-to-day problems of programming and production that these people would like to see. Apparently you disagree with that, but is it not true that this is the implication that runs through both these reports?

Mr. OUIMET: I do not know about the Fowler Report, whether this is exactly what it says. I think the Fowler Report says—let me read the first sentence again.

Mr. STANBURY: I think we all know the first sentence, it sums up the report very well.

● (5:00 p.m.)

Mr. OUIMET: It simply says that the only thing that really matters in broadcasting is program content, the rest is housekeeping. We do not disagree with that idea at all, but the means of giving the programming function greater importance, greater impact, greater attention, is what is in question at the moment; and we think that the means we have now give us all the attention that is required for it.

Mr. STANBURY: It is fair to say that the president's study group favours giving greater attention, or attention in a different way from that which you gave—

Mr. OUIMET: We did not think that the study group recommendation would work in practice. We think its aims and objects are admirable, but it was the considered opinion of both management and board, after careful study, that it could be a disastrous thing even to try out.

Mr. STANBURY: You apparently do not feel that at the top management level there is any need for someone with a kind of working understanding of how television programs are produced, which, I think it has been admitted, none of the top management has.

Mr. OUIMET: I certainly agree that at the top level you need people with understanding of how television works, and I think that the top management people have this understanding.

Mr. STANBURY: At the bottom of page 58 in the Fowler report there appears the following:

—the quality of programming is not only a question of money, and the improvement of quality does not depend wholly on an increase of program budgets. It is also a matter of creating the conditions and the atmosphere in which creative talents can work, both with sufficient freedom over individual program production and with sufficient supervision and direction as to the general objectives and purposes of the broadcasting system—



In the light of what you now know and what has been happening in the last few weeks, do you feel that these conditions are present under the existing organization of the CBC?

Mr. OUMET: I would say generally, yes; but obviously we had a specific case where it did not exist; and there may be other cases on specific points which have yet to be found.

Mr. STANBURY: You are aware that one of the great criticisms of the CBC's actions in connection with "Seven Days" and, perhaps, in connection with general problems with the producers, is that you are stifling creative talent.

I found quite interesting an analogy which was drawn to my attention by one of my constituents, and I would be interested in having your reaction to this analysis. The analogy, I suppose, has reference to you—and I hope you do not find this offensive—but the letter writer says that it may be recalled that when Michelangelo was painting the Sistine Chapel in Rome he battled for four years against the attempted interference of the reigning pope, and yet we have here one of the great creative works of all time as a tribute to Michelangelo's insistence on the integrity and the inviolability of his creative imagination.

Is this not what the producers and the officers of "Seven Days" are alleging that you are attempting?

Mr. OUMET: Are you comparing any one of them with Michelangelo?

Mr. STANBURY: I think, perhaps, they have compared themselves to some extent with him. I do not know.

Mr. OUMET: I think, frankly, that there is no problem of this kind even with "Seven Days." In the case of "Seven Days" there is no problem of the stifling of creative talent. They have had a very free hand generally, and I think even those who deal with the program will agree that they have had a free hand.

It is simply that we want to bring it within the framework of our policies. I do not think there is any problem of stifling creative talent.

Furthermore, I think most of the producers will agree that the CBC is attractive to producers because it is a place where you do get a fairly free hand.

Mr. STANBURY: But apparently at the present time there is a lack of confidence, as I think it has been described, on both sides of this discussion—lack of confidence between the creative level and the top management level within the CBC.

I am interested to know whether you have any ideas on how this can now be corrected, beyond the steps which you have already indicated you would take.

Mr. OUMET: You are talking about lack of confidence on both sides. Let me say that I have some reservations about "Seven Days" these days, but as a statement of the position of management let me say this very clearly that there is no lack of confidence in its producers. On the contrary, we think we have got excellent producers. There is no problem—



Mr. STANBURY: If there is lack of confidence the other way, between the producers and top management, surely this a problem which management must recognize and do something about pretty quickly.

Mr. OUMET: I was coming to the other side of your statement. It has been said that there was lack of confidence—and I think it has been said before the Committee here—the witnesses of “Seven Days” have said that they had no confidence in management. I think I have explained to you that there could hardly be confidence when there was a fundamental difference in the philosophy of the two groups. That was the problem.

But we are still dealing with “Seven Days.” I have not heard, in discussion with my staff generally, in recent weeks, of anything parallel which would anywhere approach the seriousness of the situation we have here. There are, in some areas, certain frustrations and problems, but I think these will always exist.

I think we should try to improve what we have, but I do not think anybody as shown yet that there are other areas of serious lack of confidence.

Mr. STANBURY: I am going to let other members take over now.

*Translation)*

The CHAIRMAN: Mr. Berger.

Mr. BERGER: I would point out to the chairman of the committee, Mr. Chairman, that I hope it won't become a habit to agree to change the established order of witnesses, because clearly—I don't want to blame anyone, but there is a certain planning to be taken care of—we have other work to do. And if we take certain steps, knowing what witnesses are coming, I hope that the order of witnesses won't be changed at the last minute.

The CHAIRMAN: Mr. Berger, we should convince all members of the committee that such changes should not . . . . These changes had all been made with the consent of the committee when something unforeseen came up.

Mr. BERGER: For Mr. Ouimet, I must say that personally I have a great deal of respect and regard for Mr. Ouimet. I want to have respect for the rights and prerogatives of employees at all levels, but I also believe in the established right of management and of the authorities concerned to take such measures as are needed to conduct their own affairs as they see fit. When the management is brought into question, it seems to me they should be allowed to exercise their mandate.

I will resume where Mr. Stanbury broke off in regards to this lack of trust. We have heard it discussed on so many occasions by other witnesses, particularly those of the lower levels, at the production levels. We see from your notes that you have said there were differences particularly between the corporation and “Seven Days” on programming, ethics or on the autonomy of the program, I have concluded that your views were sometimes different from those of the Seven Days personnel. I wonder whether, aside from the picture you gave us

this morning—in perhaps trying to describe too well—there has not been a lack of communication between Mr. Leiterman, Mr. Haggan, Mr. MacDonald, and the upper and lower levels. Don't you think that there is a shortage in communication.

Mr. OUIMET: I believe I have already indicated—this morning I believe—that we must examine afresh the organisation of the public affairs and news department, as was indeed indicated in the organization chart I showed you this morning—it was in the center of this chart—to determine whether these lines of communications could not conceivably be shortened. I have the impression that there might be too many middlemen. However we can't imagine that we should or could go to the other extreme as was suggested by Mr. Fowler. Mr. Fowler indicated in his report that the way to solve all our problems would be for the producers to be able to call the president to obtain decision or advice, but do you know how many producers I have? I don't know exactly but I must have about 350 of them. You can imagine that if I were being called even once a week by all these gentlemen, if these 350 people were to call me, this would be an impossible solution. However, be that as it may, between that extreme and the situation we have in this most sensitive area, that is the news and public affairs area, I wonder if something could not be done along those lines. I believe though, that we did bring significant improvement when we changed our organization back in October 1964. We had shortened lines of communication at that time. It might be possible to go a little further than that. However, I can't really give you a definite answer on that. We will have to look into the matter and see if it is possible.

Mr. BERGER: A question comes to my mind. You have looked into different systems as did Mr. Walker, into other radio and television systems, both government and private enterprise. You have spoken of CBS and of the BBC. Have you also looked into large private concerns? It is said that in private enterprise, where the CBC perhaps uses fifteen people, private enterprise does not have as many funds, and produces something extraordinary with much fewer personnel.

Mr. OUIMET: Are you speaking of other organizations such as networks like the CBC?

Mr. BERGER: I am not thinking of those concerns which exist solely through advertising revenue.

Mr. OUIMET: Good. Then we should compare the CBC with other similar radio or TV organizations which carry out similar activities: the BBC in Great Britain, NBC, CBS, ABC in the United States. I could tell you there that we have far fewer employees than they have to carry out the same work. If you compare what we do with what is done by the small private station in one of the villages of the province, obviously we use more people. But on the other hand we have a great deal more to do than the little private station. Comparatively speaking however, comparing our network to another network I claim that we produce more programs per employee than any other of the other comparable networks.

Mr. BERGER: Does the CBC study in your committees, do you study planning and programming, do you study the possibility of personnel reductions?

Mr. OUIMET: Certainly. We have two groups of experts, management experts, who work for us within the CBC. One of them works for Mr. Gilmore, who is Vice-President planning, and the other works for the Vice-President Finance. The latter is especially concerned with office procedures and the such, whereas the group that works for Mr. Gilmore is mainly concerned with production methods efficiency.

Mr. BERGER: Again, due to your long association with the CBC, and since you have been chairman would you say that most of the problems that you have had to face were largely due to relations between the production team and the top management, as seems have been the case in the "Seven Days" issue. Is this generally true?

• (5:15 p.m.)

Mr. OUIMET: No, I would not say that most problems are in that category even though we did have quite a number of such problems over the years. However, the situation has changed.

Mr. BERGER: Some years ago we had a strike on the French network.

Mr. OUIMET: We had such problems in the French network in 1959 and we have such problems in 1966 on the English network. However, we have other problems. In any event, the great problem in the CBC is the television problem. Television has grown in an explosive fashion and is still growing while at the same time the tastes of the public are changing very quickly. All this requires adaptation.

Mr. BERGER: Thank you for your very clear explanations in the case of Mr. LaPierre which was very clearly explained this morning. Others before us explained what had displeased them about him, about certain mannerisms or methods of interviewing of his. Did any of his superiors ever tell him that if this were to continue his contract might not be renewed because he would not then be complying with the standards set by the CBC. Was he ever warned about this?

Mr. OUIMET: I know that I had told Mr. Walker who had told Mr. Hogg. Now I do not know if Mr. Haggan had managed to communicate that intelligence to Mr. Gauntlett and or through Mr. Leiterman. I could not swear to that. However, in any event, Mr. LaPierre was, I believe, aware of those problems. I believe he dealt with them in an article which was published in *Maclean's Magazine*, and that is not all. He indicated there that he was being subject to such rigidities that he did not feel quite free. He did make that statement. I do not know whether it was in *Maclean's Magazine* or elsewhere but he did make that statement publicly. Possibly Mr. LaPierre might have left one way or the other.



Mr. BERGER: Does the CBC have its censorship office? Or any standards of censorship?

Mr. OUMET: We have established criteria but it is not a censorship office as such. If we are speaking here of films, obviously, within the film service our people look at the films we buy or rent and have to decide whether there are things that should be cut out. However as far as programs generally are concerned, we try to establish a philosophy which is accepted by supervisors. Our supervisors are called upon to apply that judgment in respect of our programs but there is no censorship office as such. It would be indeed impossible. You should not forget that until quite recently most programs were carried live so we could not see them beforehand. It is only over the last few years that they have been taped. Generally speaking, the most sensitive and difficult programmes are only ready a few hours before the time they are put on air. So we do not have a censorship office as such. It would not be practical in any event. At least, I do not think so.

Mr. BERGER: Can I adapt the reply you have given to another question. Generally, how do you decide what is good and what is not good for Canadian audiences. What you have just said appears to—

The CHAIRMAN: Mr. Berger, this question was put and fully discussed by the committee and in Mr. Ouimet's evidence.

Mr. BERGER: Do you have a special department that exclusively handle complaints to the CBC?

Mr. OUMET: We have a department which receives all letters addressed to the CBC, that department also logs telephone calls we receive and also take note of what has been said. It is not merely a matter of saying we have received so many letters, but it also means we take note of the contents of those letters. Some letters are addressed to me directly and to which I reply to myself. Other are sent directly to the producer. So we have a department which does the work and which reports to us. Therefore we know, generally speaking, after a controversial programme, what has been the attitude of those people who have phoned or written us. In general, though, it is impossible for us to judge according to the reaction of the public as expressed through telephone calls or according to the letters we have received. We cannot judge the reaction of the public in general because the people who write or phone as a rule do not represent the average Canadian.

Mr. BERGER: Generally speaking, before coming to a particular case, would you say that the CBC brings serious consideration to the complaints made on the floor of the House of Commons or elsewhere, by civil or religious authorities—

Mr. OUMET: Yes, certainly, we do. Any time there is a serious complaint the CBC discusses it and decides if something should be changed, if the program or that program should be changed etc.—

Mr. BERGER: Would you say whether the CBC takes any disciplinary action following such complaints?



Mr. OUIMET: In some cases, yes, but as a rule that is not the way we work. This is not the way a radio or a television organization such as ours generally works. The point is to create a climate and to make people understand that they have gone a little too far. We should be able to rely on them for the next program. Of course, if it happens too often the necessity might arise to change somebody. But as a rule we do not have any problems. You should not really think that the problem we have with "Seven Days" is a problem which can be multiplied indefinitely within the CBC. That is the first problem which I have heard of since an incident which goes back to six months ago I believe.

Mr. BERGER: In looking at newspaper clippings, more particularly at a French language newspaper clipping from *Le Droit*, I see a complaint which I have heard many times, one that I might myself make in certain circumstances, stating that in listening to public affairs broadcasts from the CBC and this affects "Seven Days" somewhat—

Mr. OUIMET: This probably deals with the French network?

Mr. BERGER: You can tell me whether it was on the English network. "We feel that certain producers and hosts want to express their own idea rather than to explain the facts. They should offer comment on current events, but not try to tell us whether such and such a party is good or not as some hosts appear to do. They should give us an objective view of the parties." Reference is then made to birth control. The article continues by saying that in this regard, a socialist should be heard but that unfortunately, the present trend is for certain producers to try to direct public opinion by stating what they themselves think, or like to hear so that instead of putting questions to a guest about the wisdom of certain ministerial decisions they indulge in criticism which is generally negative rather than positive. They will say for instance: "The minister was wrong, was he not, when he did this or that?"

The author of this article concludes—as I have had occasion to do outside the present context—by saying that it was ever the case that the merest little whippersnapper could, as Voltaire would say, try to pass himself off as a Picco Dila Mirandola. Do you not think that this is the crux of the problem we are discussing?

Mr. OUIMET: This certainly goes to the heart of the problem. The problem of "Seven Days" that is, I believe that this problem will always be with us however. Where we have intelligent people with ideas, as a rule, they want to express them. This problem then will always be with us. It is up to us to take such means as are required to see there is no abuse. That is what we have had to do in the "Seven Days" case—without success, however. Now, of course, as far as the French network is concerned rather than the English network, I believe there has been a considerable improvement in this respect over the last two or three years. Two or three years ago this comment, this question would have been more embarrassing to me than it is at the present time.

The CHAIRMAN: A last question, Mr. Berger?

Mr. BERGER: I am looking at the clock too. I will put a double question then. Eyesight is good enough, I think for me to have a few minutes more.

Mr. CHAIRMAN: I may tell you that you began to put your questions at 5:07. It is now 5:27. You have had exactly 20 minutes and I think your eyesight is pretty good.

Mr. BERGER: I conclude then. Mr. Ouimet, you are not obliged to answer my question. I would have a personal complaint to make about the CBC in the public affairs field about something which has done me and other people a great deal of harm. One of your commentators gave it to be understood, mentioning me by name, that I had said something in a caucus. A caucus is secret and there were tremendous repercussions. To whom should I complain about this? This is something quite deplorable. And I am not only thinking about myself.

Mr. OUIMET: To begin with, you should complain. Then, did this take place on the French network?

Mr. BERGER: Yes.

Mr. OUIMET: Then, if you are in Ottawa, I think you should see Marc Ouimet. If you are in Montreal, you should see Raymond David about this. These are the people responsible in the French network.

(English)

Mr. COWAN: Dinah Christie sang a song about me and we carried the version about three weeks later. But, I heard nothing later about the song.

Mr. BRAND: Mr. Chairman, are we getting the minutes of the directors' meeting in Halifax?

The CHAIRMAN: Was that requested?

Mr. BRAND: I asked for it and you said you were taking it up with the steering committee.

The CHAIRMAN: I am ashamed but I did not submit it to the steering committee. We will look into it.

Mr. BRAND: I believe you have said, not perhaps in these words, that public opinion pretty well decides your course of action in these things. You mention the Pope's visit and things like that.

Mr. OUIMET: Not entirely. It depends what we are dealing with. I would have to make a distinction here. Take, for example, public opinion in the case of, say, a popular host; public opinion may be very favourable to a host and the public may not be very much concerned or perhaps not too conscious of the subjective element which may enter into the presentation. But, we have to take the responsibility for the things that go on.

So, there is more than public opinion. If the CBC had to consider only public opinion then I think we would be programming pretty well like all the other stations for maximum audience. So, there is more to it than that.

Mr. BRAND: I am sure there is but what I meant was rather those on the listaff side. You took a great deal of account of the 19 per cent that you mentioned on the skit of the Pope.

Mr. OUIMET: We take into account because we have this service available o us when making our judgments. I think it is a judicious thing to examine all he facts and, certainly, the reaction of the public is an important factor when re are dealing with the matter of good taste which is such a variable factor; it aries between cities, between provinces, races and education.

Mr. BRAND: We understand that, but I was going to ask whether you had ny complaints about Mr. LaPierre's crying on television?

Mr. OUIMET: No, I do not think so. By the way, I would not make too uch—I am the one who mentioned this as an example.

Mr. BRAND: You are indeed.

Mr. OUIMET: This is an example of an obvious subjective reaction from a ost, and that is the thing, that he would allow himself to do such a thing, but, ou know, it is not the end all and be all of everything.

Mr. BRAND: But, it is certainly part of the fabric.

Mr. OUIMET: There was his rudeness in interviewing, his interruptions, and ls statements of opinion. For example, in the last one, which you may have sen on the last "Seven Days", he was interviewing Mr. Gordon and I think istead of saying: Well, some people believe that there is lack of leadership, or smething to that effect, he said: It is a fact or a well known fact that there is a lck of leadership, or something like this. He made a statement of opinion.

Mr. BRAND: Had he been notified by top management as to the manner in vich he was interviewing and given an opportunity to change this prior to the ecision made for the non-renewal of his contract?

Mr. OUIMET: I am sure he has been if no one in between stopped the cmmunication.

Mr. BRAND: Of course, I believe he says that he was not really told this.

Mr. OUIMET: But, he goes further; he says these days he is proud of being eotional and being subjective, and he thinks it is perfectly all right.

Mr. BRAND: I am just interested in the facts.

Mr. OUIMET: But, if he says he is proud of doing this I do not think it is a god indication that he is likely to change.

Mr. BRAND: You are talking *post facto* and I am talking about beforehand. Sice you are chairman of the board—and I believe you mentioned you chaired etings—then you must take responsibility for this release on April 23 regard- in the "Seven Days" program.

Mr. OUIMET: I take my responsibility as one of those who participated in th decision to put it out, yes.



Mr. BRAND: Perhaps this has been mentioned but not explained clearly to my liking. I would consider this to be a rather arrogant statement.

Finally, the board stated the belief that the direct intervention of the parliamentary Committee regarding a managerial decision has made more difficult its task and that of management.

Mr. OUIMET: I have dealt with this before.

Mr. BRAND: But, not to my satisfaction.

Mr. OUIMET: All I can say is that this paragraph was included as a statement of opinion of the board without any intent to mean disrespect. It was the opinion of the board that it made its job more difficult in resolving the problems it had on its hands.

Mr. BRAND: That still does not answer my question. Do you believe it was a good type of statement to have made?

● (5:30 p.m.)

Mr. OUIMET: I do not think this is the question. The board has the responsibility given to it by Parliament to conduct the affairs of the Corporation. It is simply stated that the conduct of this particular affair was being made more difficult; that does not imply there were good reasons for the Committee getting into it or any such thing at all.

Mr. BRAND: Well, we will drop that subject.

(Translation)

Mr. PRUD'HOMME: You are allowing one supplementary question, are you not?

Mr. CHAIRMAN: How many?

Mr. PRUD'HOMME: I will continue to follow your direction, Mr. Chairman. Following what Mr. Ouimet has just said, is this not a matter simply of noting what has happened, of recognizing the facts to be such and such? I was not particularly shocked by this or anything else; it was just a fact that the Board of Directors had noted. They were dealing with this difficult matter and stating that the Parliamentary Committee sittings have made our task that much more difficult. Is that not what you are trying to say?

Mr. OUIMET: Yes, you are right. That was just what we tried to express.

Mr. PRUD'HOMME: Excuse me. It was a supplementary question to Mr. Ouimet. I do not believe he has received help from anyone to date.

The CHAIRMAN: I don't wish to have a debate between Mr. Brand and Mr. Prud'homme. Mr. Brand.

(English)

Mr. BRAND: Mr. Chairman, I do not think that Mr. Ouimet needs the help of other members of the Committee to answer his questions. There are enough vice-presidents here and he can get any assistance he needs from them.



I would like to go on to the matter of policy, if I may, sir. You have mentioned, I believe—and correct me if I am wrong—that you would like to see a balance on both sides of the ledger, more or less, with regard to every program. Is that correct?

Mr. OUIMET: It depends exactly what kind of program it is. If we have a series of programs we can have one program today which is completely devoted to one side of a controversy and then next week it can be completely unbalanced and we can go to the other side.

Mr. BRAND: I believe you made the statement that this was the usual rule and that you would like to see it applied to the "Seven Days" program unit.

Mr. OUIMET: "Seven Days" to the extent that it deals with items on a one-shot basis, on a one occasion basis; then it must see to it that it is balanced when dealing with the item which is dealt with only once. On the other hand, if here is the intention of having an item dealt with first this week and again next week it would be perfectly all right to give the two points of view in two successive weeks.

Mr. BRAND: You say on page 4 of one of your policy documents:

This does not and should not mean that every individual program is "balanced" within itself; but rather that program series and the total output of the departments present a multiplicity of points of view.

Do you agree with that?

Mr. OUIMET: Speaking in a general way, yes. But, there again, let us go back to "Seven Days". There is no way to balance "Seven Days", in view of its impact and its very large audience, with some other small program where you give another point of view at another time. In other words, you have to keep in mind the total audience and the impact of the program.

Mr. BRAND: But, you have also given me the impression you feel that most of these things should be impartial in their approach, is that right?

Mr. OUIMET: There are certain things you cannot be impartial about. For example, if we are dealing with a known crime we do not try to give both sides in the sense that we are going to try and get someone who is going to take the one side and then have someone else give the other side. There are certain things where it is not possible to give both sides, and not necessary. But, in cases which are truly controversial, where there are differences of opinion between important groups of the country we do not allow editorial opinion to come in—that is, our own editorial opinion.

Mr. BRAND: Well, you have allowed editorial opinion in one instance, if I might be so bold as to say. I quote:

Generally speaking, individual programs or program series should not adopt an editorial position.

Then, I continue:

There may be from time to time issues in which presentation of both sides may be needless.

Mr. OUIMET: Yes.

Mr. BRAND: I will go on.

An example of this is racial segregation, where we do not feel it necessary to give any great exposure to those favouring segregation although they are from time to time seen and heard on our networks.

In other words, you have taken a side, which is a departure from the policy.

Mr. OUIMET: It is not departure from policy. You were just stating a general policy. I have just said that there are areas where there is no controversy.

Mr. BRAND: Is there not controversy in this country over segregation?

Mr. OUIMET: Well, there is in some other countries but there is not in this country.

Mr. BRAND: This has to do with controversy in Canada then?

Mr. OUIMET: We are operating in Canada and at this time.

Mr. BRAND: But, you do not always operate in Canada; I just heard of the CBC going over to Britain to look at the election. Surely we do not operate strictly with CBC frontiers.

Mr. COWAN: Join the CBC and see the world.

Mr. BRAND: Then, there was the program on Viet Nam and that is hardly within the borders of Canada. I do not quite follow your thinking on this.

Mr. OUIMET: No. I am saying in Canada the question of segregation usually is not a very controversial subject.

Mr. BRAND: Well, sir, there was a program on "Seven Days" or maybe was "Close-Up" regarding Dresden, Ontario, which had to do with segregation

● (5:40 p.m.)

Mr. OUIMET: We may have a few problems of segregation, I am not saying we do not, but not to the extent that they have in the United States.

Mr. BRAND: I have now a couple of short questions to put to you. I am still interested in your stand towards Mr. Stuart Keate and his position. I think the word "conciliation" has been used by you and I believe the word "arbitration" was used by Mr. Walker. There is a considerable difference between arbitrating and conciliating a dispute. The inflexibility of the stand with regard to "Seven Days" would appear to obviate the necessity for Mr. Keate. I would like to have your position on this.

Mr. OUIMET: May I say I have been told by the highest authority that he is a conciliator.

Mr. BRAND: You mentioned, sir, that you had not seen the terms of reference. I asked the Minister to provide them to you. Apparently they came out in the press release.

Have you been trying to get rid of Reeves Haggan for some time?

Mr. OUMET: No.

Mr. BRAND: I do not want to get into the question of amounts here, to infringe on policy, but perhaps you could tell me whether there are yearly increments in the salaries of producers and supervisors.

Mr. OUMET: In the group of producers? Many of them are on contract. I would say those in Toronto, or most of them in television, would be on contract.

Mr. BRAND: I mean in the supervisory levels.

Mr. OUMET: There would be increases at the supervisory levels.

Mr. BRAND: Did Mr. Haggan receive an increment this year?

Mr. OUMET: You are asking me to reveal an administrative detail. No, he did not.

Mr. BRAND: Were there any others in the same position who did not receive an increment?

Mr. OUMET: In the position of supervisor? Yes.

Mr. BRAND: If it is the policy to give increments, why not in this case, and apparently in other cases according to the nod from Mr. Walker?

Mr. OUMET: Because the supervisory performance had been up to expectation. I have already indicated that.

Mr. BRAND: You have already indicated this was done as a result of some of the recent things.

Are you still thinking of getting rid of him?

Mr. OUMET: We have had problems with this program for two years.

Mr. BRAND: But we are back to the same problem against that you have had trouble with the program and you are firing the hosts, and yet apparently you had planned nothing for these other levels until recent events.

Mr. OUMET: We have not planned anything even after the recent events. You say we are back to the hosts again, but I say to you—

Mr. BRAND: Back to the same problem, sir.

Mr. OUMET: I must repeat that the case of Mr. LaPierre would have taken place whether there was any problem with the "Seven Days" generally or not. We are dealing purely with the fact of a host who, according to our own judgment, is not performing in the way we expect him to perform. This has nothing to do with the rest.

I have explained the case of Mr. Watson. In the case of Mr. Watson I have said we had a combination. I used the word "combination", do you remember that?

Mr. BRAND: Yes, I understand it.

Mr. OUIMET: You asked me the question and that is why I am repeating what I said.

Mr. BRAND: I think the record will show perhaps there is a little confusion here. However, you did mention that the problem has to do with "Seven Days" more or less.

Mr. OUIMET: You say "the program"?

Mr. BRAND: The problem has to do with this area of "Seven Days", the "corporation within the Corporation".

Mr. OUIMET: At the moment it is certainly eclipsing everything else.

Mr. BRAND: You have intimated, perhaps by inference if not actually in words, that these other problems just do not exist in any other areas of the Corporation.

Mr. OUIMET: I have not said we had no other problems—I wish I could say that. There are problems but they are not of this amplitude or importance or of this exact nature.

Mr. BRAND: But are they to do with producers?

Mr. OUIMET: I would have to ask others about that. As far as I am concerned, I have not been informed of any serious problem with any particular producer in recent months or ever since the Mario Prizek case. No, just a minute, I mean the Southam case, and that is about the extent of it.

Mr. BRAND: The reason I asked that question is that I was curious whether producers in Ottawa, Toronto, Winnipeg, Edmonton and Vancouver have been threatened to suspend their services. It seems to be a pretty widespread area.

Mr. OUIMET: Yes, and I am curious also.

Mr. BRAND: Thank you very much, Mr. Ouimet.

Mr. LEWIS: I would suggest that perhaps we should adjourn, except that you may not be here when the president will be with us again and there are two or three questions which I would like to ask him.

I want to say to Mr. Ouimet that he seems to me to have done a rather skilful work of shifting the ground on which I had understood this Committee was basing its discussions. He says now that the general condition of "Seven Days" has nothing to do with the Corporation letting go of the two hosts. It was my impression—and I am sure that of every member on this Committee—that the two matters were very closely connected.

I have read the CBC document on public affairs programming very carefully and I find that, if you will permit me to say so, you establish, at page 3



7 and 8, a general supervisor who, you say, is responsible for the over-all management, administration and supervision of the department, and for the development and application of general program policy. Then you tell us that each of these sections in Toronto is directed by a supervisor who is responsible to the general supervisor for the activities of his section. You then inform us, at the top of page 8, that the job of the supervisor is to ensure that particular series in his section or his section as a whole—

Mr. OUMET: Mr. Lewis, would you give me a chance to get a copy of this? I believe this was filed by one of the previous witnesses, not Mr. Walker, but either by Mr. Leiterman or Mr. Haggan.

Mr. LEWIS: I am not too sure it was not filed by Mr. Walker.

Mr. OUMET: May I say something in connection with this document? This document has been presented to you as a statement of policy of the Corporation. May I say to you that it is a statement of policy, a description of the operation and of many other things, which was prepared by the department concerned in preparation for the board meeting and approved by management for discussion by the board.

Mr. LEWIS: Surely if you approved it, it is your policy.

Mr. OUMET: By the way, I did not.

Mr. LEWIS: Let us not look at this paper since we have no time.

Am I right in thinking you have a general supervisor of public affairs who as the general duty of seeing to it that the Corporation policies in public affairs are carried out in his department?

Mr. OUMET: Right.

Mr. LEWIS: Am I right that under the general supervisor of public affairs there is a supervisor—or there are four or five supervisors—who have the duty of watching each program or several programs depending on the situation, produced, for the same purpose?

Mr. OUMET: Correct.

Mr. LEWIS: And am I right that in the case of "Seven Days" you had a special supervisor appointed to watch over the content and program of "Seven Days", namely Mr. Gauntlett?

Mr. OUMET: Yes, we had so much difficulty that we had to resort to this other extraordinary arrangement.

Mr. LEWIS: Or perhaps it was a difficult program, whether you had difficulty or not, that required a great deal of judgment day by day because you had a number of items which were controversial. You do not really have to say you had so much difficulty. Even if you did not, it would have been pretty sensible to have day by day supervision of the program that is by definition intended to be controversial.

Mr. OUMET: I am stating a fact; we had difficulties.

Mr. LEWIS: I am going over ground that is in the record, but am I also right that in this case there is, as everywhere else, an executive producer who is given in his contract the duty of hiring the talent required for his program?

Mr. OUIMET: Right, like all executive producers.

Mr. LEWIS: Mr. Walker has already told us that all of these people, the executive producer, the supervisor, Mr. Gauntlett, Mr. Campbell, the general supervisor, who are responsible for the program were of the opinion that Mr. Watson and Mr. LaPierre should be retained in their jobs as hosts?

Mr. OUIMET: Let me check whether this is exactly correct. All of these supervisors including Mr. Hogg? No.

Mr. LEWIS: I did not mention Mr. Hogg; I gave you an accurate account of what occurred.

Mr. OUIMET: Yes.

Mr. LEWIS: I suggest to you, Mr. Ouimet, that what this is all about, or one of the things this is all about, is the fact that top management found it necessary to dismiss, or whatever term you want to use, two performers on a show whom all those in supervisory positions in connection with that show wanted to retain, and that they say you did that without sufficient discussion and exchange of ideas on that point? Is that not the issue?

Mr. OUIMET: I think they say so but as far as we can establish officially through discussion with the people concerned—I think the testimony here also establishes it—there was discussion at least to the level of Mr. Gauntlett. Mr. Walker, I think, has said that he thought Mr. Leiterman also knew, but actually I do not think there is any proof of that.

Mr. LEWIS: Mr. Leiterman said he did not know and I see no reason why you or Mr. Walker or any member of this Committee should disbelieve him. He said he did not know, he was told on April 5—if I remember correctly—was that not the date—on April 5 and not till then. I see no reason why Mr. Walker or you, or anyone else, should throw doubt on the man's credibility. He gave evidence here in good faith, as you are doing, sir.

The point that they are making—and this is to me the crucial problem of management—is that if you of top management came to the conclusion that these two men must go, despite the opinion of those directly concerned, that you had a duty—did you not—to call in Mr. Haggan, Mr. Gauntlett and Mr. Leiterman and have a responsible discussion with them on this entire point before Mr. Walker jumped over them and told Leiterman what was going to happen. Is that not an essential part of management, particularly of creative organizations, that you do not do this to people in that kind of position?

Mr. OUIMET: There are certain facts I have to deal with before I deal with your question, and they are that there were discussions between Mr. Walker, Mr. Hogg and Mr. Haggan; there were discussions definitely. Now if you ask me whether—

Mr. LEWIS: Excuse me, let me interrupt you so we get this straight. Sure there were discussions, and may I remind you, if you are going to deal with it, that Mr. Walker admitted, as was told to us by Mr. Haggan, that during those discussions Mr. Hogg and Mr. Haggan expressed the opinion that it would be harmful to do anything with respect to these two hosts, even if anything were to be done, while the program was still on, and that it was better to wait until towards the end of the program. Now you ignored that also.

Mr. OUIMET: I did not ignore this.

Mr. LEWIS: You did in action.

Mr. OUIMET: And I would add to that situation that in discussion with me Mr. Haggan went further and said that he was not sure that he would have carried out that instruction anyway.

(Translation)

Mr. PRUD'HOMME: A supplementary question, please. You mean to say, now, that there was discussion?

Mr. OUIMET: Yes, there was discussion.

Mr. PRUD'HOMME: Consequently—

Mr. OUIMET: There was discussion at the higher levels between Walker, Haggan, Hogg and Gauntlett.

Mr. PRUD'HOMME: Between top management and them in this regard. That is what I want to know.

Mr. LEWIS: There is no doubt that there was discussion between Mr. Hogg and Mr. Haggan?

(English)

All the evidence you have is that Mr. Haggan said Mr. Hogg informed him that management wanted Watson and LaPierre to go. That is in Mr. Haggan's evidence. He expressed the view that it should not be done at that time, that it was better to wait, I do not call that a discussion, Mr. Ouimet—pas du tout. It is not a discussion to tell him "I want somebody to go".

Mr. OUIMET: I think there were considerable discussions even prior to this particular day. However, is it your suggestion that if somebody disagrees down the line, management then simply says "they disagree with us therefore we will not take any action"?

Mr. LEWIS: Not at all, Mr. Ouimet, and I thank you for asking me the question. I am suggesting to you that the CBC is not a company that produces clothing or shoes, that you are dealing with people who have some pride in the work which they do and some sense of accomplishment when they do it. You asked me the question and I will answer you by saying that before you produced the axe and fired the two men on the program who are identified with the program you ought to have had discussions with Haggan, Leiterman and Gauntlett, you or Mr. Walker, so as to go into the entire situation. If then they did not agree and you were determined to do it, you could have informed them that you as management will let these men go.



Mr. OUMET: It was the job of Haggan to do it.

Mr. LEWIS: To do what, sir?

Mr. OUMET: To advise his people. He knew the wish of management. You say that somehow it has not been passed on. It was his job to do it. It is certainly not my job to talk to Leiterman.

Mr. LEWIS: It was Mr. Walker's job when Mr. Hogg informed Mr. Walker. Mr. Hogg was not here as a witness but I talked to him on this point. When he informed Mr. Walker, as did Mr. Haggan, that it would be better to wait until the end of the season or near the end of the season, it was Mr. Walker's job to inform Leiterman. If you will forgive me for saying so, surely it is the poorest management conceivable to completely ignore the considered view of the men directly responsible. Mr. Walker simply said to Mr. Watson "I want to have a man to man talk with you," and then informed him that his contract would not be renewed. If you do not see that as a breakdown of communication, then I am sorry.

Mr. OUMET: Yes, I see one occasion of a breakdown of communication at that point. That is what I was referring to when we were talking about the statement of the board. I see that very well. I think Mr. Walker himself knows in retrospect that if he had not opened up as much as he did with Mr. Watson, that perhaps the whole thing would not have exploded.

Mr. LEWIS: Precisely, Mr. Oumet, and it is surely the duty of management just as it would be of any government department or corporation, to have enough confidence to foresee that this kind of act at that time was likely to produce difficulties.

Mr. OUMET: I would like to answer this. This should not happen when you are dealing with men of good faith who should deal with the problem by coming back through the normal channels of communication. There is no reason why this exploded in the press.

Mr. LEWIS: It depends on where it first came from to the press.

Mr. OUMET: I am sure you are not suggesting it came from me.

The CHAIRMAN: It is six o'clock. No decision has been reached on whether we should sit tonight or not. I would like some advice.

Mr. BASFORD: I move we adjourn until ten o'clock on Thursday morning.

Mr. PRUD'HOMME: I second the motion.

(Translation)

Mr. ALLARD: We have responsibilities in the House too and we spent all day here. This evening the House is sitting, and I would like to be in attendance a little bit. To-morrow the political parties. . . the most important, of course, are having caucuses.

Mr. CHAIRMAN: So, 9:30, then, Thursday morning or 10:00 o'clock Thursday morning? There seems to be a co-ordinating problem if we sit at 9:30. I don't understand these things but that is what I have been told. 10 a.m., then.





OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 13

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THURSDAY, MAY 12, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESSES:

*From the Canadian Broadcasting Corporation (French Network):* Messrs. Claude Désorcy, Producer; and Marc Thibault, General Supervisor, Adult Education and Public Affairs.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,	Mr. Grégoire,	Mr. Nugent,
Mr. Asselin	Mr. Hymmen,	Mr. Prittie,
(Charlevoix),	<sup>1</sup> Mr. Johnston,	Mr. Prud'homme,
Mr. Béchar,	Mr. Lewis,	Mr. Richard,
Mr. Berger,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Sherman,
Mr. Brand,	Mr. Mackasey,	Mr. Stafford,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stanbury,
Mr. Fairweather,	Mr. McCleave,	Mr. Trudeau—(25).

M. Slack,

*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Leboe on May 11.



ORDER OF REFERENCE

WEDNESDAY, May 11, 1966.

*Ordered,*—That the name of Mr. Leboe be substituted for that of Mr. Johnston on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*

## REPORT TO THE HOUSE

FRIDAY, May 13, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### SEVENTH REPORT

Your Committee recommends that it be authorized to sit while the House is sitting from Monday, May 16 to Thursday, May 19, inclusive.

Respectfully submitted,

GÉRARD PELLETIER,  
*Chairman.*

*(Note: This Report was concurred in on Monday, May 16.)*

## MINUTES OF PROCEEDINGS

THURSDAY, May 12, 1966.  
(23)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 10.15 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Béchar, Brand, Fairweather, Leboe, Lewis, MacDonald (*Prince*), Mackasey, McCleave, Pelletier, Prittie, Prud'homme, Stafford, Stanbury, Trudeau (15).

*Members also present:* Messrs. Duquet and Peters.

*In attendance:* From the Canadian Broadcasting Corporation, French Network: Messrs. Claude Désorcy, Producer; Marc Thibault, General Supervisor, Adult Education and Public Affairs; and Marcel Ouimet, Vice-President and General Manager, Network Broadcasting, French.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman tabled a return of all public statements by the President of the CBC and the management officials since the middle of April, 1966, relating to the "Seven Days" dispute; copies of which were distributed to the members of the Committee. (*Identified as Exhibit "F"*).

The Chairman then called Mr. Désorcy, who asked for clarification of his status as a witness, which Dr. Ollivier explained briefly.

Mr. Désorcy made an opening statement and was then examined on public affairs programming including the French network relationship between management and producers, the lines of communication and delegation of powers and authority.

The witness tabled a document, "Convention Collective, Radio-Canada avec l'Association des Réalistes, 1<sup>er</sup> octobre, 1962. (*Translation: "Collective Agreement, Canadian Broadcasting Corporation and the Producers' Association, October 1, 1962*); copies of which were later distributed to the members. (*Identified as Exhibit "G"*).

Mr. Désorcy also tabled a document, "Association des Réalistes, Suggestions et Recommandations adressées au Comité d'Enquête sur la Radiodiffusion, le 2 novembre, 1964". (*Translation: "Producers Association, Suggestions and Recommendations addressed to the Inquiry Committee on Broadcasting, November 2, 1964."*) (*Identified as Exhibit "H"*).

The examination of the witness being concluded, at 1.00 p.m. the Committee adjourned until 3.30 p.m. this afternoon.

AFTERNOON SITTING  
(24)

The Committee resumed at 4.05 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Basford, Béchar, Berger, Branch, Leboe, Lewis, McCleave, Pelletier, Prittie, Prud'homme, Richard, Stanbury, Trudeau (14).

*Members also present:* Messrs. Duquet and Peters.

*In attendance: (same as at morning sitting).*

On motion by Mr. Lewis, seconded by Mr. Prud'homme,

*Resolved,*—That the Committee request permission to sit while the House is sitting, such authority to have effect from Monday, May 16 to Thursday, May 19, inclusive.

The Chairman called Mr. Thibault who asked for clarification of his right as a witness; the Chairman referred to Mr. Ouimet's statement to the Committee and quoted a parliamentary authority.

Mr. Thibault then read a statement on public affairs programming including relations between head office and the public affairs division, and also referred to the "Seven Days" problem.

By agreement, the questioning of Mr. Thibault was deferred until the next sitting.

At 5.30 p.m., the Committee adjourned until 8.00 p.m. on Monday, May 16.

M. Slack,  
Clerk of the Committee.



## EVIDENCE

THURSDAY, May 12, 1966.

(10.15 a.m.)

The CHAIRMAN: Order, please!

I think I owe you all an apology for being late, especially after having insisted that this meeting be held at 9.30.

I had to be in Montreal last evening, and we were delayed on the road back.

Mr. LEWIS: You drove your own car, I suspect.

The CHAIRMAN: That was the mistake. But I could not do anything else because there is no train which comes into Ottawa for 9.30.

This is an announcement about documents.

On May 5, Mr. Fairweather requested the production of certain documents. There was a list of all public statements by the president of the CBC and other management officials since the middle of April 1966, relating to the "Seven days" dispute.

I now table four press releases of the Corporation since April 15. I should mention that the first press release relates to April 23, regarding remarks which the Board of Directors made in Halifax, which has already been printed as Appendix I in issue No. 3.

The second press release relates to the telegram sent to me, which was read into the record on April 28 and can be found in issue No. 6. We have copies available for members. Do you wish to have them distributed?

Some hon. MEMBERS: Please.

Mr. LEWIS: There were some other documents as well, Mr. Chairman.

The CHAIRMAN: That is what has been tabled so far.

Mr. STANBURY: Have we made any progress in obtaining details of the so-called 1965 undertaking?

The CHAIRMAN: I do not think so.

It is the Toronto producers who are trying to find a copy, and we have not received it yet.

Do the members have any questions before we proceed with the witnesses?

Mr. BRAND: What about the minutes of the meeting of the Board of Directors in Halifax?

The CHAIRMAN: We agreed that this was to be discussed by the steering committee, and the steering committee has not met yet. I hope it can meet today.

Mr. BRAND: Thank you.

The CHAIRMAN: Now, according to the order of precedence which was established the other day—

*(Translation)*

The first witness to be called by the Committee this morning is Mr. Claude Désorcy, Vice-President of the Producers' Association of Montreal and producer in Public Affairs Department.

*(English)*

All the Chair has is a remnant list of speakers who were questioning at the last sitting. One of them is no longer a member of the Committee after the changes which took place in the House.

Mr. TRUDEAU: I move that his name be struck off.

The CHAIRMAN: I think we may leave this list aside. There is one name this morning.

Mr. LEWIS: Is the witness going to make any preliminary statement?

The CHAIRMAN: I am going to ask him to do so immediately. Mr. Désorcy, do you intend to make a preliminary statement? We have asked all the witnesses this question. If they had a declaration to make, the Committee has heard them before and asked questions later.

Mr. DÉSORCY: Mr. Chairman, before beginning my testimony, I wish you would define the exact status of the witness to be heard before this Committee.

The CHAIRMAN: Mr. Legal Counsellor?

Mr. OLLIVIER: I do not think that the witness has any particular status. I can always count on the protection of the Chairman of the Committee if he needs this. I do not think he will need this, but if you do need it, you can always ask for it. You are in the same position, almost, as before a court.

The CHAIRMAN: Very well. Are you satisfied with the reply?

Mr. DÉSORCY: Yes.

The CHAIRMAN: Do you wish to make a statement?

*(Translation)*

Mr. DÉSORCY: A very short statement. First of all, I would like to state that I wish to speak in French in order to be able to explain my thoughts more clearly in reply to the questions you might wish to ask me. I would like to say first of all, gentlemen, that I am somewhat impressed at being here today among you. It is my habit because of my duties as a producer to send other people on the battlefield and to trust my colleagues, who must wage this battle before the public. And I consider broadcasting as a battle. Now I am in the front line and I am sorry, Mr. Chairman, that there has been no rehearsal, especially for a beginner such as myself. This is the first time, if I am not mistaken, that you have received actors and workers on television, and I think that we, who are immediately concerned with the production of broadcasts, can be happy

about this because it has enabled us to enter into an official dialogue with the representatives of the people, that is, the consumers. Moreover, I think that even if, according to the law, the CBC is made up of only about eleven in the upper echelon, we can claim, in many respects, the right to represent the CBC. I am aware of the importance of the situation, and even if I find my present responsibilities rather onerous, it is in order to be of service to the CBC, in whom I have great faith, the profession which I exercise, and the Public Affairs Department, especially with a view to doing my best to inform Parliament and the population you represent. If it is for this purpose, gentlemen, that I place myself in your hands and will answer the questions you have to ask me.

The CHAIRMAN: Mr. Allard.

Mr. ALLARD: Mr. Désorcy, do you have a table before you so we can understand your particular position in the producing hierarchy? Are you part of management?

Mr. DÉSORCY: I am not in management, so to speak. I am a producer first of all, and up to a few months ago, I was merely a producer, but in the last few months, I have been the Director of Production and Information in the Public Affairs Service. The program *Sel de la Semaine*. Just for this broadcast, this program.

Mr. ALLARD: And do you perform your duties only on the French network?

Mr. DÉSORCY: That is right.

Mr. ALLARD: Are there any particular problems, to your knowledge, in the field where you work? In your opinion, is everything going on very well?

Mr. DÉSORCY: I think, I am firmly convinced of this, that there is a real malaise in the Public Affairs Department of the CBC. This unease, evidently, is a psychological climate, and it is difficult to diagnose with any certainty the source of this evil, but as far as we are concerned, we, who are producing daily broadcasts, we who have to appear regularly before the public—I think that in the French network, in the Public Affairs Department, there is a sort of restlessness, and uneasiness which can be attributed to various factors.

Mr. ALLARD: Can you enumerate them?

Mr. DÉSORCY: I think that, to begin with, there is a lack of definition of the responsibilities of various persons whose duty it is to exercise supervision of programming. It is not always easy for us who perform creative work, who must formulate certain elements. It seems to us, at certain times at any rate, that there was a divorce between the ideas of the management which it has established with regard to Public Affairs broadcasts, and what we are doing.

Mr. ALLARD: This is the cause of the unease which you mentioned, of the restlessness?

Mr. DÉSORCY: I think this unease is due first of all to the difference in ideas, for the most part, to the present structure of the CBC, where it is very difficult, apparently, to define the functions, the authority and the responsibilities of everyone.



Mr. ALLARD: In your opinion, is there what might be called a crisis of authority in the CBC?

Mr. DÉSORCY: Evidently, this depends largely on the level you are considering. I would say that as far as we who are directly interested in production are concerned, for us, this crisis exists at various levels. For example, it exists at the level of the producer. It does not appear that there is sufficient delegation of authority down to his level.

● (10.30 a.m.)

Mr. ALLARD: Does he receive any?

Mr. DÉSORCY: In practice, it is impossible for things to be otherwise. As far as we producers are concerned this authority appears to be exercised for example at the level of the departmental head who does not seem either to enjoy the proper authority to exercise his functions.

Mr. ALLARD: Do you have close enough relations with what is being done in the field and on the English network, or is there no communication? Are there any relations with the English network?

Mr. DÉSORCY: In the English network they have a production mechanism which is different from ours in the French network, and I will give you an example of this. In the English network you have what is called an executive producer, and we have just recently had in the French network what is called a chief of production but, here again, his functions are not clearly defined and cannot be said that there is an exact similarity between the two. At the level of the producers in the English network there are many persons who are directly concerned with the production of a broadcast. For example, in the program "This Hour Has Seven Days", you have Mr. Leiterman who is executive producer, two co-producers, Mr. Lafoli, and Mr. Hoyt.

Mr. ALLARD: Is it not the same in the French network?

Mr. DÉSORCY: No, in the French network, in most cases, you have a supervisor, and then immediately under him the producer who serves as executive producer and producer and director.

Mr. ALLARD: Are you short of personnel on the French network? For what reason is it not as well organized on the French network?

Mr. DÉSORCY: I would not say that it is not well organized. I simply think that it is another way of doing things, another type of machinery which has given certain good results.

Mr. ALLARD: Is it as effective?

Mr. DÉSORCY: You ask if it is as effective? It is impossible for the French network to operate continuously within this structure. What I mean is that there are new formats for broadcast, such as magazine formats which really need co-operation between several producers, and as many producers would be working on the same program, it would be necessary to have a system of co-ordination or at least to have the help of persons who help co-ordinate the decisions.

Mr. ALLARD: One last question. In these public affairs departments outside of election campaigns, you invite the representatives of various political parties



appear, at least they are given time on your network to state their platforms and their ideas let us say, on the current business. Is this right?

Mr. DÉSORCY: What do you mean by business?

Mr. ALLARD: Government business or politics.

Mr. DÉSORCY: Yes, yes, it is possible. We sometimes invite people that way. No, I would not say that it is the political parties who are invited. Members are invited, ministers are invited, but not political parties as such. They are not invited to state the opinion of their party on different questions.

Mr. ALLARD: But you have members or ministers who are members of a party who appear on your broadcast?

Mr. DÉSORCY: Yes, of course.

Mr. ALLARD: This is my question then. Would you not also consider inviting independent members. There are two in the House of Commons. We are never invited to take part on these programs, we would also have a message for the Canadian population.

Mr. DÉSORCY: I will make a note of this, Mr. Allard.

Mr. TRUDEAU: Mr. Chairman, when the witness mentioned the malaise which existed at the CBC, he said one of the instances was difference in ideas with regard to public affairs, a difference in points of view between management and producers, I suppose. Could the witness please tell us what are these ideas, the ideas of the CBC or the ideas of the producers?

Mr. DÉSORCY: Of course, I cannot be a spokesman for each of the producers who have a public affairs program and who are faced with altogether different problems from day to day, but I think, in fact, that the basic difference in the ideas we have about public affairs is related to this idea of objectivity, which is interpreted in one way by the administration and in another way by ourselves. We produce about 2,000 hours of broadcast a year, especially on the French network, and I do not know what would be the percentage. I would say about 2 to 3 hours of public affairs broadcasts a week. Regularly, on our network, we have to choose in our programmes between subjects to be dealt with. Regularly in our broadcasts we have to arrive at some decision in those cases when there is no general agreement as to the way in which these subjects are to be treated. Regularly in our broadcasts we have to choose people who will be invited to represent various tendencies with regard to the subject which is being dealt with, and we have to do this to the best of our knowledge, in all honesty without having the possibility of using infallible principles of choice and option. We are under the impression that the management, the Head Office, would, in fact wish us to enjoy this faculty of infallibility at all times.

I think that this impression might perhaps be explained in various ways. It can be explained, for instance, by the fact that it seems impossible to us that many of the decisions could be reached without prior approval from Head Office. It sometimes happens that when we submit problems to regional management we get the impression, that the decisions relative to the problems involved are far more conditioned by the opinion which Head Office may have of the subject

than by the actual value of the subject in question. I am wondering whether or not you understood me correctly.

Mr. TRUDEAU: In other words, the notion is determined subjectively by management, but it is too by yourselves. You have different concepts of objectivity.

Mr. DÉSORCY: It is possible that we have somewhat differing concepts of objectivity on the one hand, because we have to produce broadcasts regularly. When we are faced with deadlines, which are very precise ones and very numerous ones, we must on occasion go by our own judgment.

Mr. TRUDEAU: Which means that you would have made snap judgments and that you would have reached them according to what happens to be of most interest at that precise moment?

Mr. DÉSORCY: Yes, exactly. I am producing a weekly newsmagazine type program. Each week I have to choose the subject or subjects which are of immediate or permanent interest. In current affairs I already have an option as to the choice of subjects. I can choose such and such a subject, based on such and such a factor. What guides us primarily is the impact on and the interest aroused among the people by that particular problem. Unfortunately, there are other things which must be taken into account, and that is the possibility for us to fully cover the subject, and the possibility of finding the people who will be the spokesmen for various factions.

Mr. TRUDEAU: I understand perfectly the difficulty that you have in deciding very speedily on the choice of subjects or the choice of persons who are going to appear on TV in public affairs programs. But is it not inevitable that management on its side, must assure that over the long run and not just for the moment, your instant sources must arrive at a sort of objectivity, and must not all be, let us say, haphazardly, directed into a channel which may not be wanted by yourselves and which furthermore may not meet with the general policy of the CBC. Is this conflict in the concept of objectivity not inevitable, and is it not your role to choose at a moment's notice, and the role of management to choose over a long term?

Mr. DÉSORCY: Yes, that is the problem, at the production level. Before the production actually gets under way, either of a series of broadcasts or of one broadcast. We often have to refer back to Head Office. One of the reasons of the present difficulty is that decisions are very slow to come because the structure is a very heavy one.

● (10.45 a.m.)

Mr. TRUDEAU: On this point, Mr. Chairman, I would like to pursue my questioning a little bit more in detail. I know that my twenty minutes are going to be up, but I would like to change the subject a little bit, and yet not really change it—Mr. Désorcy, I think, has a role to play in the Association of Producers. He is a vice-president?

Mr. DÉSORCY: Yes, I am Vice-President.

Mr. TRUDEAU: Do you know whether this type of union exists among the producers in Toronto?

Mr. DÉSORCY: No, it does not exist among producers in Toronto.

Mr. TRUDEAU: To take the type of conflict we are speaking of now—this difference in interpretation between notions of objectivity—do you find that the labour movement in the French section of Public Affairs of the CBC has been useful? Has it helped to remove the type of difficulty you are speaking of? For instance, do you think that the existence of a trade union movement in Toronto—I of course realize that my question is a hypothetical one—but, I wish you would explain what, in your opinion, would be the usefulness of a trade union at the producer level, in the light of the conflict we are speaking of; that is, the different concepts of objectivity, or the Seven Days conflict?

Mr. DÉSORCY: First of all, Mr. Trudeau, in so far as the conflict is concerned that we are aware of in the English network at the present time, I must say that we have, with the CBC, a collective agreement in which we find a grievance procedure stipulated. We believe that under the terms of Article 8.1 of our present collective agreement, a situation like that of Toronto would have been different in Montreal because it would have been subject to the normal grievance procedure. The Article of the agreement reads as follows: "The Corporation, in the light of its responsibilities, promises to restrict to a minimum the supervision it exercises over producers during rehearsals and the broadcast of a program, and to allow producers all authority in the studio over all staff found there." Moreover, the Corporation promises "to abide by the authority of the producer as to the content and form of the broadcast entrusted to him and to interfere only to protect its own basic interests." An objection might, of course, be raised to the effect that the Corporation, in the case involved in Toronto—the case that you are considering—that the Corporation could have used this last sentence and said that it was its basic interests that were at stake. But here again, we would have referred the matter to an arbitrator who would have decided whether this was really in the basic interests of the Corporation, in this particular case.

Mr. TRUDEAU: Would it be possible, useful perhaps, to table a copy of the collective agreement? Could we have it tabled?

The CHAIRMAN: Could the witness table a copy?

Mr. DÉSORCY: Yes.

The CHAIRMAN: In the meantime, you can keep it but table it afterwards.

Mr. TRUDEAU: Do I still have any time left? About the conflict we were discussing a little while ago, that is, the difference in concepts relative to the notion of objectivity, let us suppose that a producer would reach a decision to produce an item, let's say relative to a satire on the monarchy, and that he was going to do it because it was a matter of current affairs. Management would decide that this was inadmissible as satire. How, then, would a conflict of this type be solved—at the CBC in the French section, or on a program like yours *or Sel de la Terre*? Would they have an opportunity of seeing it before it went on the air to see what was going on?

Mr. DÉSORCY: I think I am going to open a small parenthesis here. There are two types of conflicts. There is the conflict which is immediate and of major concern, such as the dismissal for instance, of the co-hosts of *This Hour Has Seven Days*; and there is also this type of latent conflict. In this respect, at least



in my opinion, there is a control system, a system of checks and balances which is inefficient. A conflict of this type—that is to say, you are asking me if, after a broadcast the producer had been criticized or blamed, what would have happened?

Mr. TRUDEAU: I was asking whether there was any machinery under which management would have known before the broadcast that a satire had been produced in this way. Is there any machinery which would allow management in advance to know what was going on on the air?

Mr. DÉSORCY: Yes; in fact yes. There is machinery at the present time—I think, I can't explain exactly how it operates in all its aspects because I do not know it too well. It is a new structure which has been established at the CBC very recently, but from the little we do know of it, we believe that it is deficient, and as evidence, I only need to state the fact that the President of the Corporation stated recently, very recently, that he was discovering in Montreal as well as in Toronto, a great many problems that he had been unaware of.

Mr. TRUDEAU: Yes, but surely, in practice, if on a program like yours, let's say *Le Sel de la Terre*, *The Salt of the Earth*, you had an item to pass which was, let's say, a little bit risqué from a satirical or a moral point of view, surely there would be an opportunity for management to pass judgment on this? According to the contract, does it rely solely on the decision and judgment of the producer, and only afterwards does it decide whether it agrees or not with what has been produced?

Mr. DÉSORCY: When you are speaking of management, are you speaking of the Head Office?

Mr. TRUDEAU: I am speaking of representatives in management. Not necessarily head office in Ottawa, but people who are not organized, let's say who are part of management.

Mr. DÉSORCY: There are the section directors, and for them there is a method of checking and controlling. But that is not completely satisfactory either, because this is impossible, at least to my mind. It is impossible unless you have an entire broadcast produced several months in advance and presented to the section head so as to have the possibility of making corrections afterwards which is not the case at the present time in the French network. It is impossible, I say, for the section head to be made aware of all details. I must say that in the French network at the present time it seems to me that there seems to be a delegation of power and authority from the section head to his immediate subordinates.

Mr. TRUDEAU: If I understand correctly, then, in a trade like yours, in a profession like yours, it is impossible for management to constantly check and control everything that is going to be produced before it goes on the air. There is a sort of collective participation in creativity, and management, in the final analysis, must exercise a judicious choice in the choice of producers and then show confidence in them to a certain extent.

Mr. DÉSORCY: I think you have there the entire root of the problem. The whole solution to the problem. To my mind, an organization like to CBC cannot operate without a great deal of delegation of power and authority. The



delegation of power and authority cannot be carried out if it is not accompanied by complete confidence in the persons who receive this delegation. The Producers' Association last year presented to the Fowler Committee a brief in which the Association dealt precisely with this delegation of power and the structure, with matters of chain of command, checks and controls, because we are not against checks. We are in no way against controls. We are in favour of efficient controls. We are in favour of controls which will not inhibit us in production and creativity, because we have a creative effort to undertake.

Mr. TRUDEAU: One last question. Mr. Chairman, when in the opinion of the CBC management there has been poor work and unpleasantness at the producer's level, the recourse as far as management is concerned is not to renew the producer's contract afterwards, is that it?

(11.00 a.m.)

Mr. DÉSORCY: That is to say that the CBC has the option of dismissing the producer.

Mr. TRUDEAU: At its discretion, saving the right to—

Mr. DÉSORCY: Of course the Association also has a recourse, also has the choice of instituting grievance procedures over the dismissal. Mr. Carl Goldenberg is the present arbitrator who has been accepted by both parties, and who is our arbitrator in conflicts and disputes.

(English)

Mr. STANBURY: I am sorry that I cannot ask you my questions in French.

I understand from what you have said that there is a feeling of disquiet in your part of the CBC somewhat similar to that which has been outlined by witnesses from Toronto at the production level. Do you feel that the causes are similar? I do not know whether you have had the opportunity to read the previous testimony or not, but would you care to comment on whether the causes of the disquiet are the same or quite different?

(translation)

Mr. DÉSORCY: I would like to say, at the outset, that I have not followed all this closely, I have not received the verbatim record of evidence presented to you, but it seems to me that a great many of the causes are the same. I come back to the brief—the Producers' Association tried last year in the brief presented to the Fowler Committee, to diagnose the causes of this uneasiness, more particularly with reference to lines of authority and checks and controls. We were asking for very efficient control and for a framework which would allow us not to act with license or in complete freedom without any check whatever, but which would allow us to use the sense of responsibility which we must have and which is not always incompatible with the title that they give us of being assistants or performers. We were asking to be able to produce as freely and as efficiently as possible.

(English)

Mr. STANBURY: So you apparently feel frustrated in somewhat the same way as your opposite number in Toronto does, if we can assume that Mr. Lerner is approximately your opposite number?

Mr. DÉSORCY: Yes.

Mr. STANBURY: Could you tell us please—if you have not done so already and perhaps I missed it—what lines of authority there are above yourself in your network?

(Translation)

Mr. DÉSORCY: They have the same structure as we do, immediately outside the production framework that is to say, that in Toronto there are producer supervisors and executive producers, and we do not have the corresponding structure in Montreal yet, but apart from that we have exactly the same framework, the same structure.

(English):

Mr. STANBURY: You have a general supervisor of news and public affairs who is your immediate superior?

(Translation)

Mr. DÉSORCY: Yes.

(English)

Mr. STANBURY: What is his name?

(Translation)

Mr. DÉSORCY: Mr. Marc Thibault.

(English)

Mr. STANBURY: Do you have the effective power to hire and fire your production and program personnel?

Mr. DÉSORCY: Yes.

Mr. STANBURY: Have you felt that this has been interfered with in any way?

(Translation)

Mr. DÉSORCY: I must say that directly and personally I have never been aware of direct interference. But, of course, that is not always the way it occurs. We are not always asked to dismiss someone immediately. I do believe however without being able to give you any details on the cases, that there were times when pressure was exerted.

(English)

Mr. STANBURY: Does your frustration then arise out of the process of the selection of material rather than of personnel?

(Translation)

Mr. DÉSORCY: There would be more to be found in the choice of material for our broadcasts.

(English)

Mr. STANBURY: I think you indicated that the problem was really one of differences in concept and purpose of the type of broadcasting you are doing. Can you define this a little more closely? What examples can you give us of this kind of conflict where something that you have felt is appropriate for your program has been vetoed by your supervisor or severely criticized after the fact?

(Translation)

Mr. DÉSORCY: The frustration comes more from the controls or checks. I would say almost daily control exercised over production of broadcasts. Direct conflicts—personally as a producer, I always had to have discussions, first of all, with my section head, and it did happen that on some occasions, I felt that I myself had been conditioned by his immediate supervisors. It is very difficult to explain, because I repeat, it was an uneasiness which was malignant and lasted a long time. It is a situation which cannot be directly defined as being caused by anything in particular. It is rather attributable to several factors or elements. I do think, however, that we always come back to the problem of a lack of delegation of authority.

(English)

Mr. STANBURY: Surely it is the purpose of supervision to have the feelings of those in the line of authority above you conveyed to you. Can you give us any examples of ways in which you feel this authority was used in a way which frustrated the creative talent at your level and below you?

(Translation)

● (11.12 a.m.)

Mr. DÉSORCY: I don't think that it was in this sense that the frustration came about. We had an impression at certain times that we were being refused, for instance, certain items strictly on the grounds that there was a fear that the Head Office or management was afraid to commit itself.

(English)

Mr. STANBURY: Can you give us some examples?

(Translation)

Mr. DÉSORCY: Unfortunately, I do not have any in mind, or those that I do have are just hearsay examples, that is all.

(English)

Mr. STANBURY: Do you have an editorial board or some group which selects the material, some sort of machinery for insuring objectivity and fairness in the presentation of your material before it goes on the air?

(Translation)

Mr. DÉSORCY: Yes, in fact, the TV broadcast is not produced solely by one producer. A telecast is, above all things, a co-operative effort, at least in my



mind. It is work done in collaboration and the choice of subjects—for instance, on a weekly magazine feature—is done much more in co-operation. I know because I have participated in a great many meetings of this type. I know all the seriousness that can be attributed to the choice of such and such a subject, such and such a participant and the way in which such and such a subject will be dealt with. There is no organization designed specifically to choose the subject or material.

(English)

Mr. STANBURY: Do you feel that perhaps it would be an advantage to indicate to those above you the care with which you selected your subject matter and decided to treat it?

(Translation)

Mr. DÉSORCY: Of course I would ardently hope that we might be able to find very precise machinery whereby we could directly inform our supervisors of the responsible way in which we proceed with the various choices we have to make. Unfortunately, it seems to me that this would be impossible. It seems impossible at the present time because the CBC has become too gigantic an organization, to a certain extent. We are producing telecasts as very few other countries produce. We produce more hours of TV broadcasting than most countries.

(English)

Mr. STANBURY: With regard to your own program, which I gather is a new magazine type of program, are there any people at the production level, including yourself, who have journalistic backgrounds?

(Translation)

Mr. DÉSORCY: Yes, yes. We have, for instance, on *Le Sel de la Semaine* (Salt of the Week)—all the hosts have journalistic experience, and several of our producers also.

(English)

Mr. STANBURY: And these are the people who work together, who select the material and decide how it is going to be presented?

Mr. DÉSORCY: Yes.

Mr. STANBURY: Is it a co-operative process?

(Translation)

Mr. DÉSORCY: Yes, it's a co-operative effort which, all the same, respects a line of authority. Again, it is not a group responsibility.

(English)

Mr. STANBURY: Have you had any indication that any of the people involved in your program are unsatisfactory to management, or have you had any indication that your program will not go on the air next season?



(Translation)

Mr. DÉSORCY: I must say that I heard that the fate of our program had not yet been definitely settled for next year. That is to say that they were going to raise again the question of renewing the program, of putting it back on the schedule, next year.

(English)

(11.20 a.m.)

Mr. STANBURY: Is there any question about the hosts, or the producers?

(Translation)

Mr. DÉSORCY: No.

(English)

Mr. STANBURY: And has the information which you have received come from your direct superior, or from other sources?

(Translation)

Mr. DÉSORCY: From my immediate superiors. Yes.

(English)

Mr. STANBURY: You have not had any experience with persons in the line of authority above him reaching down to announce decisions to you or those below you?

(Translation)

Mr. DÉSORCY: In this sense, no.

(English)

Mr. STANBURY: Thank you.

(Translation)

The CHAIRMAN: Mr. Allard would like to ask a supplementary question.

Mr. ALLARD: Mr. Désorcy, are you not afraid that if the management should delegate more power to the producers and the hosts, there might be too much fantasy and too much arbitrariness? Would there not be a danger of this?

Mr. DÉSORCY: I do not think so. No, I do not think so because I think television being what it is in the French network at the present time, it is impossible for the management to hire, to be informed and to take decisions with regard to the content and the form of telecasts from day to day and to take decisions on that basis. I think this is absolutely unrealistic and that it would be impossible to produce telecasts under such conditions. And in this connection, I would like to—it would seem to be important—to tell you of the opinion expressed by the Producers' Association before the Fowler Committee with regard to control and structure. With regard to structure, the Association stated

as follows: (I could give you a copy of the report.) "As seen from Montreal, the head office seems a rather complex and heavy structure because there seems to be duplication in some sections, and heavy because it seems that nothing can be decided elsewhere than in Ottawa. As seen from Montreal, the head office would seem to be holding back the powers of decision which could be delegated to the different regions. As seen from Montreal, it seems that one of the main concerns of the head office is to unify methods of work and procedures from one end of this country to the other, and it has already been established that there are essential differences in the exercise of the various production functions between the French and English networks. If these differences serve the objectives of each network, why unify them?" And a little later on, it states: "The Association, with regard to controls, cited the words of Mr. Block Lainé, French economist, who has written a book on the reform of business. Mr. Lainé stated as follows: "Well-devised control is not a substitution of the controller for the controlled, the controllee. It is a check, a verification at sufficient intervals of the right to control, to direct, the sanction of the *fait accompli* rather than the pre-control. A good controller is a conscience and not a busybody." The Association continues as follows: "Objection might be made to the delegation of certain direction, control too, into the hands of the producers because the producers are not all ready to take up these responsibilities, and second, that the artistic requirements and new concepts of telecast do not enable a single man to hold all these functions." We believe that, with regard to hiring and personnel problems, one of the main functions of the management is to hire competent personnel, people who have a sense of responsibility and people who have a certain value, and we believe that management must place its confidence in these people. However—and I am going on to the first objection—this is with regard to criteria of hiring: "A few producers could defeat this argument in a different context of work. The reply to the second objection is that new requirements call for teamwork of co-ordinators, whatever title given them by the CBC, among the producers. The co-ordinator could be selected from among their own ranks." A little later on, the Association quoted Mr. Dick Carson of "Modern Reform" who stated as follows: "In order to be effective, controls must be simple, and there must be as few as possible. They must leave maximum latitude to the subordinates, with the possibility of exerting their initiative and their aptitudes to obtain the desired results. Ineffective control restricts freedom of action and places the emphasis from secondary objectives."

(English)

The CHAIRMAN: Mr. Prittie?

Mr. PRITTIE: The first thing I have to say is that we expect to see Mr. Allard on "Le Sel de la Semaine."

Mr. TRUDEAU: No member should be excluded.

Mr. STANBURY: Even Ontario members.

Mr. PRITTIE: I should like to be quite clear about Mr. Désorcy's position in the program, "Le Sel de la Semaine." Are you, in fact, the executive producer of this program? Are you in charge of the production?

(Translation)

Mr. DÉSORCY: Yes, I am in charge of the production of the program. I am in charge of production and information. I don't think, however, that these duties are the same as those of executive producer that you have in Toronto on the English network, because the executive producer is responsible for all the managing of the telecast; not strictly on the production level and information level. He must also concern himself in the general objectives of the telecast. He must also act as supervisor, while in my case, my duties are directly connected with production.

(English)

Mr. PRITTIE: For how long have you been the producer of this program?

(Translation)

Mr. DÉSORCY: For about a year. This program began last fall.

(English)

Mr. PRITTIE: Do you check with the director of news and public affairs each week concerning the items which will be in the program?

(Translation)

Mr. DÉSORCY: Yes, I may say that co-ordination is made at this level in our department. As soon as we are thinking of starting production of a certain kind of program we must inform the section head, and if the section head sees any objection to it—this is the way it happens—there is discussion and it is easy to come to an understanding.

(English)

Mr. PRITTIE: I had not seen the program until the other night; I watched this week's production of "Le Sel de la Semaine." It seemed to me to be more like "Newsmagazine" on the English network than a program such as "Seven Days." Would you agree? Is that a valid comparison—"Newsmagazine"?

(Translation)

Mr. DÉSORCY: I may say, first of all, that we were not the first to make a comparison with "Seven Days". It was the newspapermen who made that comparison. It is similar to Newsmagazine and to Seven Days—it resembles "Seven Days" as it can often deal with controversial subjects, and the format of the broadcast at certain times—I am sorry—

(English)

Mr. PRITTIE: While you have been producer of this program have there been many occasions when those in management superior to your director have informed him, or informed you, not to use certain items? Have there been many occasions?

(Translation)

Mr. DÉSORCY: It has happened, at least in one case, the Munsinger affair. In other cases, I do not remember.

(English)

Mr. PRITTIE: This is the only occasion, then, that you can think of?

(Translation)

Mr. DÉSORCY: Yes, but I must say this. I have only been in charge of production for the last two months. I direct the program without having the title but I have been in charge of information and production over the last two months. Before that, Mr. Jean Lebel, who is now supervisor of the broadcasts, held the same position. He is the one who dealt with management.

(English)

● (11.35 a.m.)

Mr. PRITTIE: Mr. Désorcy, may I ask what you were doing before you became the producer of this program?

(Translation)

Mr. DÉSORCY: I have been a producer for eleven years on the CBC. I have had the opportunity of producing telecasts in different formats and for different services. I have spent the most part of my time as a producer in the drama section, and in the youth section, where I also produced drama, and also religious broadcasts.

(English)

Mr. PRITTIE: Have you ever been given to understand that there are subjects that you are completely forbidden to deal with on "Le Sel de la Semaine"? Mr. Trudeau mentioned a satire on royalty, for example. Do you understand that there are subjects you should not treat at all?

(Translation)

Mr. DÉSORCY: I think there are some subjects that we cannot deal with. I have not been told not to have anything to do with them, but I think that there are some subjects which cannot be dealt with.

Mr. PRITTIE: To your mind what are those subjects?

Mr. DÉSORCY: Separatism, for instance.

Mr. PRITTIE: The Pope, the Church, monarchy?

Mr. DÉSORCY: No, those are subjects that can be dealt with. We can deal with those subjects, but I think that the most important is that of separatism.

(English)

Mr. PRITTIE: This is not a written directive; it is something that you understand and something that you feel; is that correct?



(Translation)

Mr. DÉSORCY: Yes, it is something that I feel. It is not a written instruction.

Mr. PRUD'HOMME: A supplementary question. Is it just recently that there has been this feeling in the CBC that there are some subjects not to be dealt with?

Mr. DÉSORCY: No, I do not think so.

Mr. PRUD'HOMME: You do not feel this? Do other people feel like you?

Mr. DÉSORCY: I cannot speak for the others.

(English)

Mr. PRITTIE: Have you presented an item on separatism which has been refused?

(Translation)

Mr. DÉSORCY: No.

Mr. PRUD'HOMME: A supplementary question. Have you ever presented such questions?

Mr. DÉSORCY: No.

Mr. PRUD'HOMME: It would be difficult to know then.

Mr. DÉSORCY: It is my impression, as I have just said.

(English)

Mr. PRITTIE: You mentioned earlier the different concepts of objectivity of producers and management. It seems this is one of the main differences concerning "Seven Days" as well. Do you feel it is the function of the producers of public affairs programs—and it does not matter which network we are speaking of—to present items or programs which tend to lead public opinion? Perhaps I should go further before you answer.

(Translation)

Mr. DÉSORCY: Personally, I think that we must sensitize public opinion to the true problems and I think that we have to make public opinion aware of the true dimensions of these problems.

(English)

Mr. PRITTIE: Well, I will have to express an opinion on my own, and you may wish to comment or refuse to comment upon it.

One thing that has struck me throughout all this testimony is that if a producer feels he wants to lead public opinion to reform something—and let us take the example of automobile safety, which a member of the House of Commons has been very active in promoting—he finds it is sometimes difficult to be very objective at the same time. Now, the CBC, in its written publications, demand objectivity, fair treatment to both sides of a controversial question. The

question I want you to comment upon is this. Can you do this and be objective by their standards?

*(Translation)*

Mr. DÉSORCY: I am sorry, I do not seem to understand the sense of your question. You are asking whether it is possible to do so and remain objective. Do what?

The CHAIRMAN: I think I can clarify the question. He says he is expressing his own opinion. He personally believes that it is the role of the CBC for instance, to raise and maintain before the public eye a problem such as automobile safety—safety in the manufacture of automobiles that is. He is asking you whether it is possible to promote a thing like this and yet satisfy the notion of objectivity which CBC management imposes on you?

Mr. DÉSORCY: Yes, I think so. I am sorry—will you allow me just a brief explanation, so that I will be very sure that I understood the sense of your question? You are asking whether if we promote highway safety or other subjects that is compatible with the objectivity of the CBC? Yes, I think so.

The CHAIRMAN: The concept of objectivity—that was the question Mr. Prittie asked.

Mr. DÉSORCY: Oh, fine, I apologize. If we take the CBC position at the present time as expressed, I do not think so. I do not think it is compatible with management's idea of objectivity.

*(English)*

Mr. PRITTIE: Mr. Chairman, I have come to another conclusion as a result of this hearing; it is that the standards of objectivity which the Corporation has proclaimed can be applied to what I will call straight news broadcasting, but there is a difficulty involved, if you try to apply this to public affairs programs which give opinions, and I would be in agreement with Mr. Désorcy on this point. He has answered my question.

Could you tell us what the weekly cost of the production of that program is?

*(Translation)*

Mr. DÉSORCY: Mr. Chairman, in this regard I would like to be informed of the custom at the present time, the custom now being used. Is it usual for the CBC to reveal the cost of programs here?

The CHAIRMAN: What I can say is that so far we have refrained from asking for information on payments to participants. When some questions were asked about the total cost of a broadcast, management had no objection as to the price being mentioned. I think that is it. The total cost of the program. You can speak out.

Mr. DÉSORCY: The total cost of the broadcast which I produce, for direct costs as well as indirect costs, amounts to \$14,361.00 per week, which means that this is distributed between direct costs of \$8,270.00 and indirect costs of \$6,091.00.

Mr. DUQUET: Compared to "This Hour Has Seven Days" is the budget of "Le Sel de la Semaine" approximately the same or could you indicate to us what the difference is, if it exists?

(English)

Mr. LEWIS: Mr. Chairman, we have that information. With regard to "Seven Days", if I remember correctly, it was a total of \$33,000 to \$35,000.

The CHAIRMAN: This is on record.

Mr. LEWIS: That is, direct and indirect, compared to \$14,000 odd. That is on the record.

Mr. PRITTIE: I have one other question.

(translation)

Mr. DUQUET: Thank you, Mr. Lewis.

Mr. DÉSORCY: I am sorry, I had a little bit of difficulty replying to your question because there are all sorts of rumours and such which circulated relative to the budget of "Seven Days". I have learned that it is in fact \$33,000. I had heard mention of \$35,000 and even of \$50,000 at one time, but I note that simply that for a program of one hour weekly, the newsmagazine type, we have \$1,361.

Mr. PRUD'HOMME: A related question. Would the fact that "This Hour Has Seven Days" covers the events throughout Canada, possibly explain the difference in the budget between "This Hour Has Seven Days" and your program, which is rather regionalized. For instance, if "This Hour Has Seven Days", deals with something going on in British Columbia, it covers much more of Canada than you do. This is not a criticism, I know.

Mr. DÉSORCY: Yes, I know, but in fact I think that it is also because of transportation costs which are very expensive for the CBC. I have produced broadcasts in which I had to travel a great deal and at the end, these broadcasts cost less than others of the same type which I had produced in the studio in Montreal, without moving.

Mr. PRUD'HOMME: Congratulations.

Mr. DÉSORCY: Thank you. In fact I do not think this is the main reason. Unless I am mistaken the general director for TV in the French network in Quebec, stated in an interview he gave us on "Le Sel de la Semaine", that the televised broadcast on the French network cost three times less than a broadcast on the English network, and the English network broadcast cost almost five times less than that produced on American networks.

Mr. PRUD'HOMME: The reason?

Mr. DÉSORCY: The reason is that our budgets are insufficient.

Mr. PRUD'HOMME: But you do produce something good just the same.

Mr. DÉSORCY: Perhaps we could produce something better, and perhaps under better and more interesting conditions.



(English)

Mr. PRITTIE: Mr. Chairman, I have one last question. I would like to know the popularity of your program. The figures presented to us on "Seven Days" showed that this has a wider audience than usual public affairs programs and that it cuts across all educational levels. I would like to know the popularity of "Le Sel de la Semaine", what percentage it has of your available listening audience, and if it cuts across all educational levels?

The CHAIRMAN: Are you putting this question to the witness?

Mr. PRITTIE: Yes.

(Translation)

Mr. DÉSORCY: Unfortunately, I do not have the ratings here. I must say however, that it is a program which has just started last October. It takes a certain amount of time, of course, for a broadcast to be broken in, for a broadcast to become somewhat popular, to establish its popularity. I must say that we might, I think, on a program like that, reach a much greater audience with greater means at our disposal.

Mr. DUQUET: Mr. Désorcy, at the present time, as producer of the program you do not have any rating, you have no idea what it is.

Mr. DÉSORCY: The ratings come out regularly every week. The ratings come out also every month. I can tell you that at some point, we had reached 13 per cent. I think that it was in January or February. I do not have the recent ratings, in fact, the program was pre-empted by hockey, so our rating must have risen.

Mr. PRUD'HOMME: First of all, I apologize. I was absent for a few moments and this is what happens when we sit on two committees at once, particularly when we consider them just as important one as the other. The Food and Drug Committee of course, is of interest to me and I apologize of course, if I was absent. Therefore, if I ask questions which have already been posed please excuse me. The Chairman will advise me as he usually does, and I will read the replies then in a transcript. I think you said a little while ago, Mr. Désorcy, the management, Head Office as you call it, tends to think of you a little bit as to be infallible.

Mr. DÉSORCY: No, this is not in fact what I said. We have the impression that Head Office would like us to be regularly infallible.

Mr. PRUD'HOMME: On your side, do you also have the impression that you would like to have Head Office be infallible never make any mistakes and so on?

Mr. DÉSORCY: Yes.

Mr. PRUD'HOMME: This is what I like. I am here moreover because it seems to me that it is possible to work much better when there is humility involved. In your opinion, Mr. Désorcy, what is the role of the CBC, the objects of the CBC? It was established for a purpose. It was not only to make programs, there must be a reason.



Mr. DÉSORCY: The purposes of the CBC are multiple. They are, first of all, to inform, to amuse and to serve the public, to educate if you will.

Mr. PRUD'HOMME: Is the prime aim of the CBC not also to have the whole of Canada better known? To promote knowledge of the two ethnic groups? Is that not the basis of the CBC, because I imagine Parliament does not spend \$114 million a year just to amuse people. We could give this over to private enterprise, particularly in the field of public affairs. I am going to deal more particularly with the French network. In the field of public affairs there certainly must be an objective that you must reach or that you are probably reaching. I do not want to stress this too much, but is it not one of the basic aims of the CBC, the reason for existence of the CBC in Canada?

Mr. DÉSORCY: You are asking me whether to promote national unity and the knowledge of the various ethnic groups, is one of the aims of the CBC? The President has always stated this, I think, before the Laurendeau-Dunton Commission. He has also stated on several occasions that it was one of the aims of the CBC.

Mr. PRUD'HOMME: But do you accept this foremost that it is one of the aims of the CBC?

Mr. DÉSORCY: Yes.

Mr. PRUD'HOMME: With a slight hesitation?

Mr. DÉSORCY: No, I think that the difficulty comes from the fact that first of all, we are at the service of the public, and I am saying, yes, insofar as it is the feeling of the public that I feel that truly for the public there is a certain interest in promoting national unity. It is in that sense that I am saying yes.

Mr. PRUD'HOMME: Do you think that, at the present time, the French section of the CBC meets this? Does it tend to develop this aspect? I am not speaking from the management point of view, but from the production point of view.

(11.55 a.m.)

Mr. DÉSORCY: I know that, at the present time, there are programs being produced for the Centennial, there are programs being made ready for this on a better knowledge of Canada within the scope of our regular programs, I must say, that here of course, we come upon the problem which is that of the language barrier. I will say though, that, more and more we are finding a formula which will remedy this problem, and more and more, of course, we are finding English-speaking Canadians who speak French.

Mr. PRUD'HOMME: Which is a very good thing. Do you think there was a change in attitude on the part of the CBC French section from the production point of view, or have you noted a change in attitude let us say in the past year, compared with the four last years?

The CHAIRMAN: Would Mr. Prud'homme enlighten us as to the pertinence of this?

Mr. PRUD'HOMME: It is the witness whom I—

The CHAIRMAN: No, no, not in the light of broadcasting, but I am thinking of the considerations that we have before us at the present time.

Mr. PRUD'HOMME: At any rate, Mr. Chairman, I think that I can make my questions more direct if you want me to. But I am not interested in making them more direct. I think we will probably get there. Perhaps it is a bad way to have of posing my questions, but I do not think that they are very different from the other types of questions being asked.

The CHAIRMAN: I think we were supposed to be dealing with a certain type of problem.

Mr. PRUD'HOMME: Yes, we were supposed to study the budget, but I think we have been on Item I—General for a long time.

The CHAIRMAN: No, we are on a more specific problem than this, and I was wondering whether—

Mr. PRUD'HOMME: How would you advise me to conform?

The CHAIRMAN: It seems curious that you should ask me at this time, but we are considering and have been for some time now a situation which exists or which does not exist within the CBC and of which "Seven Days" is or is not a symptom. And it seemed to me that now you were going to direct your questions. The first one seemed to be completely within the scope—

(English)

Mr. LEWIS: It is a little bit like "Have you stopped beating your wife?"

(Translation)

Mr. PRUD'HOMME: In your opinion, in the past two or three years have there been a change of attitude on the production side (French section) insofar as the main aims of the CBC are concerned? And to be more direct, do you believe that there is less separatism in the CBC in the past three than there was in the past four years?

The CHAIRMAN: When a member of a Committee asks a question which calls for an expression of your opinion, the Chairman must warn you that you are free to reply or not.

Mr. PRUD'HOMME: I imagine, however, that you do have an opinion on this. We are trying to enlighten ourselves as members. It is the role of the Chairman to inform you of this, but each time it happens, it happens to me.

Mr. DÉSORCY: I'm afraid the question is too general it would require a great deal of research and application to reply to a problem of this type.

Mr. PRUD'HOMME: Mr. Lewis might have some objections because he understands French very well. The program "Aujourd'hui" definitely has changed its attitude. I do not know why. Have there been instructions, have special instructions been given not to deal with certain aspects.

Mr. DÉSORCY: Not to my knowledge.

Mr. PRUD'HOMME: Therefore, this is spontaneous, this change of attitude has been spontaneous.

Mr. DÉSORCY: There has been one, definitely.

(English)

Mr. PRITTIE: Do you think it is infested by Liberals?

(Translation)

Mr. PRUD'HOMME: I would not like to use the words "infested with" which I uttered the other day. I would not like to offend my friend, Mr. Lewis. Therefore, for the time being, one last question. Directly, the prime objective of the CBC especially in its public affairs broadcast, he will admit are very different from any other programs you have produced because you are dealing with a sensitive aspect of broadcasting, in that the French section is doing work upstairs, that is to say, give too much undue importance. I am not minimizing the separatism of course, independence, I don't like the word separatist. Do you think there is a tendency to exaggerate this type of Quebec life with regard to all other aspects which are just as important.

Mr. DÉSORCY: I do not think so.

Mr. PRUD'HOMME: I do not mean the program "Aujourd'hui". For example, recently, in a one-hour telecast, something important which was taking place here in Ottawa should have been on the air at three or four minutes to eight—that is usually the time when we have Ottawa items on that program—but it was unfortunately cut out. There had been something like 20 or 22 minutes on modern painting—you know the kind of daubing I mean—and I really think that what was going on in Ottawa then was far more important, if not for us, at least for the people. I always feel that in cases like that there is a tendency not to show both sides of a question.

Mr. DÉSORCY: I am not of the same opinion as you.

Mr. PRUD'HOMME: You do not think so?

Mr. DÉSORCY: I do not think so.

Mr. PRUD'HOMME: In your opinion, if someone is recognized as prejudiced in favour of independence—he could be very brilliant, of course, there are some independentist candidates who are very brilliant, no doubt—but if an independentist is recognized publicly in this way, do you not think that the fact that he is invited very often to appear on the CBC, on the French section, would tend to give him more importance than the movement warrants? You must admit that the influence of television is extraordinary.

Mr. DÉSORCY: I don't see that one independentist has been invited too often to the CBC to several programs, I can't subscribe to this.

Mr. PRUD'HOMME: On your own, no.

Mr. DÉSORCY: No, but I do see the other programs of the CBC French network rather regularly. It is my job and I have not noted this phenomenon of which you speak, that is that we have had more separatists on our programs than we should have had. I don't say that we must do so but I said it was not done, but I said that I just hadn't noticed it.



Mr. PRUD'HOMME: That's all.

(English):

Mr. LEWIS: Mr. Désorcy, I will be bilingual by asking my questions English and hearing them answered by you in French.

We have asked you a good many general questions which are difficult for you to explain and you will forgive me if I ask you, and press you, to answer some pretty specific questions.

I will start with the article in your collective agreement which reads follows:

(Translation)

The Corporation undertakes to restrict the amount of surveillance which it has over the producers during the rehearsal and broadcast of the program and to allow the producers complete authority in the studio over all the staff to be found there. The Corporation promises, moreover, to protect the authority which the producer holds as to the content and format of his programs and to interfere only to protect their own basic interests.

(English)

Has this clause of the collective agreement been observed by management of the CBC?

(Translation)

Mr. DÉSORCY: We have had to formulate the grievances in this regard. We do have a grievance procedure which is as follows: First of all, we have a grievance committee at the regional level and then if no agreement is reached at this level we have a national grievance committee, that is to say, with the Human Resources Office and ourselves. And thirdly, if there is really no way to an understanding, we then submit the grievance to an arbitrator who is Mr. Carl Goldenberg.

(English)

Mr. LEWIS: You explained that. Perhaps I did not make my question clear. I deliberately read again the paragraph which you had read earlier, and I suggest to you that if some of the other statements you made are correct, that obviously this paragraph in your agreement is not being lived up to. For example, you said that there is "Un manque de définition de responsabilités". It seems to me that this paragraph 8(1) in your collective agreement defines your responsibilities very well. You complained that you had—and I use your words—"contrôle presque quotidien". C'est contre la convention si on exerce un contrôle presque quotidien. I want to understand exactly what the situation is. Here you have an agreement which says that daily control must not be exercised, that you must be left alone to run your show, to put it in simple English. On the other hand, you say that one of the difficulties is the almost daily control of your work. Would you please explain the conflict?



(Translation)

Mr. DÉSORCY: Some things on the part of the Corporation, so far as the contract is concerned are explained to you with the grievance procedure involved because very often we did put in a grievance but it was solved at the regional level.

Mr. LEWIS: Yes, I understand this. Were there very many of this type of grievance?

Mr. DÉSORCY: Yes. In fact, what happened is that last year, for instance, we accumulated them throughout the year, and at the end of the year we submitted them to the industrial relations service of the CBC.

Mr. LEWIS: Are they grievances about clause 8?

Mr. DÉSORCY: Yes, exactly.

Mr. LEWIS: About how many, twenty, thirty?

Mr. DÉSORCY: No. I would say there were approximately ten. About ten last year. Now, of course, you will understand Mr. Lewis that it's not always easy to submit a grievance on each of the cases because we would spend all of our time trying to solve grievances, and settle grievances, as we have to produce very many programs. It often happens that producers are unable to bring to the attention of the Association all the grievances involved.

(English)

Mr. LEWIS: So that what you are telling me is that there were about 10 formal grievances and some other cases which you could not have the time or be bothered to grieve about? And you are talking about grievances connected with l'article huit?

(Translation)

Mr. DÉSORCY: Exactly. 8.1 which defines the prerogatives of the producer and the authority of the producer.

Mr. PRUD'HOMME: A short question. Can Head Office or management also give the grievances to Mr. Carl Goldenberg?

Mr. DÉSORCY: Yes.

Mr. PRUD'HOMME: Has it done so?

Mr. DÉSORCY: Never so far.

Mr. PRUD'HOMME: Not so far.

(English)

Mr. LEWIS: They have other ways of settling grievances, I suppose.

(Translation)

Mr. DÉSORCY: I must say that the Producers' Association has on several occasions not only offered its co-operation to the CBC but has also given evidence of it.

Mr. PRUD'HOMME: Did the CBC reject this co-operation? That's not what you are saying?

Mr. DÉSORCY: It is exactly what I am saying. That is, unfortunately that we did not find on the part of the CBC except in the past six months, a real desire to co-operate with us. I was quite surprised, for instance, to learn that the Head Office management had called the Producers Association in Toronto to give them explanations about certain situations. We were very pleased for the producers in Toronto but we have never had the pleasure of being called by the President of the Corporation to meet with him and each time we have met him since 1959, we met him only twice.

Mr. LEWIS: Is that 1959 the year of the producers' strike?

Mr. DÉSORCY: Exactly.

Mr. LEWIS: You were a producer at that time and you were one of the who was complaining, one of the group that complained.

Mr. DÉSORCY: Yes, sir.

(English)

Mr. LEWIS: Can you tell me whether your strike in 1959 had anything to do with a similar situation about which you are expressing regret; that is, the failure to give the producers an amount of discretion which you thought was necessary?

(Translation)

Mr. DÉSORCY: There is a parallel, a complete parallel between the 1959 situation and that which prevails at the present time.

(English)

Mr. LEWIS: Did it improve at all, from your point of view, after 1959, for any period of time?

(Translation)

Mr. DÉSORCY: For a very short period of time.

(English)

Mr. LEWIS: For a year, or two years, and then it sank back—

(Translation)

Mr. DÉSORCY: Less than that, I think it was six to eight months, and at the end of this year we had a dismissal which we had to place before the grievance committee, and relations deteriorated afterwards.

(English)

Mr. LEWIS: And this deterioration between your association and what you call "la direction" has been going on for some time, has it, or is it recent?

(Translation)

Mr. DÉSORCY: No, I must say that this has been going on for some time now. I apologize, Mr. Lewis. Will you allow me just a distinction here. When I speak of management, I am speaking at this stage of Head Office.

Mr. LEWIS: Yes.

Mr. DÉSORCY: There are some people in management in Montreal who, I think, have done approach work, who have made the contacts with the Association of Producers. Unfortunately, it was useless because it was never followed up and because there was never any means of making these contacts and dialogues official, which means that it was always unofficial and we could not really arrive at any understanding and co-operation at any very effective type of co-operation.

(English)

Mr. LEWIS: Let me take you now to some details which have already been asked of you but I want to ask you about them a little differently, and perhaps we can get the details in.

You are the "chef de production" of the program "Le Sel de la Semaine"?

(Translation)

Mr. DÉSORCY: That is right.

(English)

Mr. LEWIS: And do you have any "realisateur" with you? Any producers with you?

(Translation)

Mr. DÉSORCY: Yes, I have three.

(English)

Mr. LEWIS: And they are under you—you have authority over them?

(Translation)

Mr. DÉSORCY: Yes, they are under my orders.

(English)

Mr. LEWIS: And did you pick them, or did somebody else pick them?

Mr. PETERS: He inherited them.

(Translation)

Mr. DÉSORCY: I chose one, who has come in since, but the others were already there when I arrived.

(English)

Mr. LEWIS: Would you tell me how you chose the one you did choose? I am not talking about his qualifications. Do you have the authority to say "I want so and so"? Or would you have to go through some of the hierarchy?

(Translation)

Mr. DÉSORCY: This choice was made in agreement with my section head, my supervisor, and I did not have to go any further.

(English)

Mr. LEWIS: Do you have the authority to hire the people you need? In your contract are you given that authority?

(Translation)

Mr. DÉSORCY: Yes, yes, yes.

(English)

Mr. LEWIS: Now, do you have a supervisor over you?

(Translation)

Mr. DÉSORCY: Yes. Mr. Lebel.

Mr. LEWIS: Whom you have already named.

Mr. DÉSORCY: Exactly.

(English)

Mr. LEWIS: And above who is there?

(Translation)

Mr. DÉSORCY: Mr. Marc Thibault, who is the Director of the Public Affairs Section.

Mr. LEWIS: Director of Public Affairs?

Mr. DÉSORCY: That is right. Like Mr. Haggan.

(English)

Mr. LEWIS: And over him who is next?

(Translation)

Mr. DÉSORCY: The Director of Information Services, Mr. Jean Grand'andau.

(English)

Mr. LEWIS: And is that the end of the regional direction in Montreal, or is there something more?

(Translation)

Mr. DÉSORCY: No, over Mr. Grand'andau we have the General Director of the French network, Mr. Marcel Ouimet.

Mr. LEWIS: Mr. Marcel Ouimet, does he live in Montreal?

Mr. DÉSORCY: I think that he splits his time between Montreal and Ottawa.



(English)

Mr. LEWIS: I had the impression that Mr. Marcel Ouimet was in Ottawa. Was I wrong? I thought he worked out of an office in Ottawa. Does he work out of an office in Ottawa or out of an office in Montreal or does he work out of both?

(Translation)

Mr. DÉSORCY: No, he has an office in Montreal and he comes to Montreal regularly, I think, each week.

Mr. LEWIS: And he also has an office in Ottawa?

Mr. DÉSORCY: Yes.

(English)

Mr. LEWIS: Now, when you are planning the program do you meet with your producers and with Mr. Thibault, or does he not meet with you regularly?

(Translation)

Mr. DÉSORCY: No. You see, we have meetings at the producers' level and at the hosts' level within the program and we inform Mr. Thibault of the material we are going to use for the following week. Mr. Thibault submits—I think this is the present structure—Mr. Thibault submits his suggestions to Mr. Grand'andau, and I think that some subjects have to be approved by the Director General. For instance, in the case of trips abroad, we have to receive prior approval from the Head Office, from the Director General.

(English)

Mr. LEWIS: I suppose because it involves the expenditure of money? Would that be the reason?

(Translation)

Mr. DÉSORCY: I don't think that this is directly the reason because it sometimes happens that we have to undertake productions which will cost just as much as trips abroad. I think that the only reason that I can see for this restrictive is the fact of ensuring co-ordination.

(English)

Mr. LEWIS: It does not sound unreasonable to me that you should need authority if you are going to travel out of the country. But how detailed a report do you give to Mr. Thibault about the subjects you intend to treat? Do you merely give him the heading, or do you outline in what way you will treat it from what angle you will treat it and who the "animateur" will be, and so on?

(Translation)

Mr. DÉSORCY: No. I give Mr. Thibault a list of the subjects we are to deal with and the way in which we are going to treat the subjects. That means that

when we are going to treat a question in a humorous way I give him the general outline of the subject. The producers must submit a detailed project of this in as much detail as possible.

(English)

Mr. LEWIS: And then he says either that you may go ahead or that you make some changes? And are changes often made?

(Translation)

Mr. DÉSORCY: It often happens that we make changes.

(English)

Mr. LEWIS: But surely you cannot object to the director of the section of public affairs taking an active part in the exercise of judgment as to what you should do on a program? You do not object to him doing that?

(Translation)

Mr. DÉSORCY: We have no objection to this. On the contrary, and I think that this is almost effective control which could be exercised. Unfortunately, I must say that at certain times, we are under the impression that Mr. Thibault, that the Public Affairs Director, does not enjoy the full confidence of his superiors.

(English)

Mr. LEWIS: I have the impression that Mr. Thibault will know and I will ask him. I just want you to explain it because if you cannot we can ask Mr. Thibault.

(Translation)

Mr. DÉSORCY: Yes. I say this because I want to explain the situation which we might be placed with regard to Mr. Thibault as well as with regard to the subjects we want to deal with, which means that at certain times, we are very hesitant with regard to the subjects we will treat. We are waiting for decisions and decisions are slow. We know very well that Mr. Thibault agrees and the Service Director, but this person must also get the agreement of the Information Director and often the Information Director must get the agreement of the Director General. And I think that these persons are all in good faith, but I think that the structure is such that decisions are very slow. In the case of trips abroad, I think it would be possible to arrange for much more effective co-operation, co-ordination, without being able to go up in the—we do not feel that there is a delegation of powers of authority.

(English)

Mr. LEWIS: You object merely because it is what you call, I think, French—"ennuyant"—or do you object because it interferes with the work that has to be done?

(Translation)

Mr. DÉSORCY: Not only do I believe this, but I know that this causes us to lose much of our enthusiasm and much of our dynamism at certain moments. You no doubt are aware that the role of the producer and his functions are numerous, involve a great deal of nervous tension and a great expense of energy.

(English)

Mr. McCLEAVE: I would like to ask the witness some very short questions, Mr. Chairman. They concern the solution to the problem that he has suggested with regard to public affairs programming and the dissatisfaction which exists in that department.

It strikes me that there are two approaches, or two solutions, one involving more independence from the producers and, the second, either more understanding by management of the producers' problems, or a better liaison between management and producers.

What would the witness say on those two points?

(Translation)

Mr. DÉSORCY: I may say that we have very little contact with the upper level of management. We have very little contact with Head Office. At some moments, we note that we have different ideas with regard to certain problems and we must attribute this to a lack of communication. On this subject, I would like to say in passing that the events which happened in 1959 were first of all attributed by many people within the management and at Head Office to a lack of communication, and the events which happened in Toronto were also due at certain times to a lack of communication, and I think we have reason to believe that Head Office has just discovered, in Montreal, that certain problems existed and we must realize that there has been a lack of communication. Solutions are numerous, but I think that one of the solutions, and perhaps the most effective, would be the delegation of powers, as wide as possible. And this will be the solution to the problem. And this should be at all levels. One does not feel clearly how far the delegation of power goes and where the authority begins and ends. This is rather vague. It is not clear.

(English)

Mr. McCLEAVE: Do these problems that you now have exist because of the system in which you operate, or are they due to personality differences?

(Translation)

Mr. DÉSORCY: If you will allow me, I will refer to the memorandum. Moreover, there is no doubt, even good men within a poor structure—the best possible personnel—cannot, in my mind, function adequately. I think that it is rather difficult to apportion blame between the structure and the personnel. I think that, first of all, that the structure is deficient, clearly so.

(English)

Mr. McCLEAVE: In short, your solution to improve the morale in the public affairs department means not only clearly laid down lines of direction but more independence for the producers? Does that correctly sum up what you say?

(Translation)

Mr. DÉSORCY: I would say a greater delegation of powers at all levels. When one speaks of the independence, the freedom of the producer, the producer is not refusing control. The producers' association itself states in its brief to the Fowler committee that we do not refuse, we do not object to control, we wish them to be efficient, effective. We do not want these controls to become a way of hampering us in our creative work. We want them to be dynamic.

(English)

Mr. McCLEAVE: In other words, on the matter of the power structure, there should be more power in the middle management, or at your level, and less power at top management level; is this correct?

(Translation)

Mr. DÉSORCY: Absolutely, we would like Head Office to delegate more power to the Quebec section, more authority within the infrastructure in the Quebec section, so that more power should be given at different levels, so that the decisions might be taken as soon as possible, and that when people are in the full process of creation they might be able to get down to work. Not two, three and four days, and even weeks should go on before they can begin production on a project. I think it is impossible for the producers to ask for more power and more authority if, first of all, there is no delegation of power to the various regions by Head Office. The producers' Association ask more autonomy for the various regions. For the English network as well as for the French network. And in this brief we say that with more autonomy, we would be able to better serve the public.

Mr. McCLEAVE: Thank you.

● (12.35 p.m.)

(English)

Mr. PETERS: Mr. Désorcy, did you hear the broadcast by the president on closed circuit radio following the directors meeting that indicated some of the troubles in "Seven Days" and what the CBC's attitude was toward correcting this problem.

(Translation)

Mr. DÉSORCY: I have only heard this, in part, but we have had a meeting with the president the next day, and the president came to meet the staff in Montreal, to explain, to go over the lecture he had given the night before on closed circuit.

Mr. PRUD'HOMME: This was the second time you met the president, because you say you only met him twice?



Mr. DÉSORCY: I said that the producers' association had met the president only twice.

Mr. PRUD'HOMME: I wanted to clear up any confusion on that.

Mr. DÉSORCY: Since the strike in 1959, at the request of the association.

(English)

Mr. PETERS: Did you accept the restrictions that obviously were inherent in that broadcast which, in effect, stated these controversies will not be allowed to develop where they cause embarrassment to management.

(Translation)

Mr. DÉSORCY: This is not exactly what I have heard nor what I have understood, because when the president came to meet us in Montreal, on the contrary, he told us that the CBC did not object to controversy.

(English)

Mr. PETERS: No, but there were certain stipulations, for instance detailed discussion on CBC ethics with regard to controversial broadcasting, and certain ethics adhered to when obtaining items for programs, as well as the methods to be used.

(Translation)

Mr. DÉSORCY: To my knowledge, it was not stated definitely in those terms; I do not know that we have been told in as many words that we could treat controversial subjects according to some ethics, so, to my knowledge, there was no question of that.

(English)

Mr. PETERS: Are you considered to be a radical?

(Translation)

Mr. DÉSORCY: I am an ultra moderate.

(English)

Mr. PETERS: I understood you to say that you have been broadcasting for a long time in other fields and I was wondering if your choice in the field of a program of this nature was because of your background.

(Translation)

Mr. DÉSORCY: Yes. First of all, many years ago seven or eight years ago, I have had public affairs broadcast and religious broadcasts, dealing with similar subjects, spiritual broadcasts. And if I chose to return, because I had a choice at that time, to the public affairs, service, it was because of certain circumstances, there was a producer who was ill, I was asked to replace him, and I rediscovered, to some extent, the medium of television through public affairs broadcasts, because I must say that in the field of public affairs, we have subjects to

present them in the most interesting fashion. And they are often dry subject and the people who look at these programs have to make an effort. We have make an effort to interest the public. And it was this challenge which I found most interesting. It was to deal with subjects—public affairs subjects—in a way that would catch the interest of the viewer, because as a matter of fact, on the French network, we have a choice between capturing the interest of the spectator, interesting him, in making these broadcasts attractive, or leaving the viewer the choice of changing channels, because experience has always proved that if the subject is not presented in a pleasant, dynamic way, without losing any of its value, if it is not dealt with in this manner the viewer is not interested.

(English)

Mr. PETERS: I presume you, as a producer, keep your eye on the survey. You said it was done weekly and compiled on a monthly basis. But is it your purpose to get as high a rating as possible and, to do this, you might vary your means of obtaining a viewing audience?

(Translation)

Mr. DÉSORCY: This is one of the great problems that we are faced with. We have to produce programs. We know at the outset that we have to face very serious competition which sometimes uses methods impossible for us to use on the CBC. I am speaking in particular of buying the capturing the viewer's interest in spite of competition from goodness knows how many quiz shows, other types of giveaway programs. We have to face that competition and, in addition we are also faced with the number of programs on other channels which have very few public affairs broadcasts. Consequently, which present a great deal more in line of recreation. By this very fact, the viewer will much more easily be attracted to these recreational programs. It is easier to accept after a day's work. It is difficult to settle down in front of your set and look at an enriching or a cultural program or one for which you will have an effort to make. We have sought a formula, we found, for instance in "Aujourd'hui" what we were looking for, and which today, I think, still captures a great part of the audience on the French network. But this attempt, this search, involves certain risks, and we definitely have the impression that we are the only ones taking risks. We definitely have the impression that when something new is presented, when a new attempt is made, we are completely alone. I have been told, on occasion, after having literally had to drag the director's consent from him, not only of public affairs, but also of public affairs: "It better be good!" It is in this sense that we are very rarely, and to my knowledge almost never stimulated in the creativity that we must have for our broadcast, our program. Of course it is very evident, it is very clear that TV is very young, in Canada it is only about 10 or 12 years old. But we are getting into a rut with some formulas, and it is absolutely urgent that we allow those with a creative spirit, performers and producers, to make new attempts, to make innovations—allow them to seek new forms, formulas. And it is necessary that in this search, they receive total support from management.

(English)

Mr. PETERS: In your opinion then it is your responsibility as a producer to try innovations which will encourage the largest possible audience for the type of program that you are seeking to present within the framework of the public affairs department; in other words, you should not be afraid to try a new technique or a new method because of the newness of the medium and the danger of becoming stagnant by using the same pattern broadcast after broadcast? Is it your responsibility as a producer to look for new methods of presenting the material you wish to present, keeping in mind the audience participation and the desire to obtain as much of the audience participation as possible?

(Translation)

Mr. DÉSORCY: Yes, of course, we would like to obtain as many viewers as possible, but in seeking this innovation there is a risk, there is a danger that is that one might make a mistake sometimes. I think that if we do not accept the possibility of error at the production level on occasion, that is where we are going to really get into a rut in the French network and in the production of programs in the traditional way. This is where we will lose the public forever because, of course, it is in the public interest that, in the field of public affairs we find a formula which will capture it even more, make it captive. I do not think there is any subject which cannot be interesting but you have to find a way in which to present it and make it interesting, because television is a very special medium. It is a very intimate medium, and you have to find a special method, a special means, to allow attractive presentation of this material which might originally have appeared very forbidding.

(English)

Mr. PETERS: This also is an area where you must have almost total confidence of the people to whom you are responsible in allowing you these innovations. In other words, if a mistake is made you are going to receive criticism but you feel there still should be this support allowing you to take a chance and if you do it wrong you should get hell for doing so, but you should not be criticized for having done it. Is this not true?

(Translation)

Mr. DÉSORCY: That is to say that it is indispensable in order to have innovations in this type that we have complete approval of management, yes. It is certain that we cannot multiply *ad infinitum* errors made in the attempts that we make in our innovations. The program "Aujourd'hui" for instance, was a success and is still a success. I think that here there was no error made. It is possible, however, that another program, another innovation, which at the outset, might appear to provide the same guarantees of quality might meet with failure for various reasons because there are a great many factors which must be taken into account in the success of a program.



(English)

Mr. PETERS: Have you been aware of or followed the innovations—and think everyone will agree there have been many new innovations—on the “Seven Days” production? Have you seen these innovations? They have been tried but some were successful and, of course, some were not.

(Translation)

Mr. DÉSORCY: I did follow some of them. I cannot say that I followed them regularly and all of them, but I did follow many of the “Seven Days” programs.

(English)

Mr. PETERS: You may have heard the current problem with which we are immediately faced in reference to the hosts and, particularly, Mr. Laurier LaPierre, who has done something in English speaking Canada which certainly has not won the support of the CBC hierarchy. He has become involved and has been able to bring the audience into his involvement, and in this connection he has done a number of things. Do you allow some of these things on your program? Unfortunately, I have not seen your program but, I am thinking, for instance, of the use of gesticulations.

Mr. MacDonald (Prince): And, a tear.

Mr. PETERS: Yes, an occasional tear, if you are doing that kind of broadcast. Do you use this type of host or are they stoic in the English tradition rather than reacting in the French tradition. If you watched Mr. Ouimet there would have given you a pretty good indication of what I mean, his gesticulations and inflections. Do you allow this?

(Translation)

Mr. DÉSORCY: I must say that at the last program my host asked me to recommend that they wear masks. However, we really have to speak here of the host and hiring criteria on a program like mine for instance. I cannot say that we do not calculate, and I do not think it is possible to calculate the effects of gestures or facial expressions or emotion of the host. It is very difficult to say whether or not the hosts of our program become as emotional as on other programs. I think that they themselves, are on the program and this is what is important. We hire them because of their personality, we hire them in regard to their competence from a journalistic point of view, their competence and qualifications in various fields, but we do not ask them to be dried fruit. We do not ask them to be people who cannot be emotional, or cannot be sensitive to certain situations. We do ask them to be honest. We do not ask them to dramatize a situation which is not dramatic or to give to a problem a dimension that it does not have.

(English)

Mr. PETERS: If a host is not producing the results you want, do you direct him, do you give him some advice on how he may improve his presentation?



(12.55 p.m.)

Mr. DÉSORCY: Certainly.

Mr. PETERS: I have one last question. Would the witness be willing to table the producers' document which he has referred to and which has been prepared and presented by the producers' association to the Fowler Committee?

The CHAIRMAN: Yes, that will be done.

Mr. LEWIS: Where can one obtain copies of that?

(translation)

Mr. DÉSORCY: Yes, Mr. Chairman. We do have enough copies at the present time, I think, to be able to give one to each member of the Committee.

(English)

Mr. MACDONALD (*Prince*): Also in English?

Mr. DÉSORCY: We have a condensed version in English.

Mr. LEWIS: It is about time the English readers did not have it in their own language.

The CHAIRMAN: There is a condensed version in English.

Mr. LEWIS: May I ask a short question? I note the collective agreement—convention collective—says that it comes into force the 1st October, 1962, and remains in force until the 31st March, 1965. Then there is provision for automatic renewal from year to year unless certain notices are given. May I ask whether this agreement has been automatically renewed; is it in force?

(translation)

Mr. DÉSORCY: Yes, it is still in force, but the producers' association under the terms of this agreement denounced it, and we are now negotiating a new agreement.

Mr. LEWIS: Amendments or a new one?

Mr. DÉSORCY: A new agreement, and with the CBC, we have concluded an agreement whereby we would extend the terms of this one until the new agreement is signed.

Mr. LEWIS: In other words, this is still in force?

Mr. DÉSORCY: Yes.

(English)

The CHAIRMAN: We will meet at 3.30, or after the question period.

## AFTERNOON SITTING

● (4.05 p.m.)

*(Translation)*

The CHAIRMAN: Order, please. I think it would be important to decide right away whether the Committee has to sit this evening or not.

*(English)*

I think we should decide right now if the Committee wants to meet tonight or not. Could I have the views of the members?

*(Translation)*

Mr. ALLARD: This evening insofar as I am concerned, I would rather not. We started very early this morning, and we have sat all day. This evening we would like to look after our duties in the House of Commons.

The CHAIRMAN: Are there any other remarks in this regard? Is it general opinion of the Committee?

*(English)*

Is it the view of the Committee that we should not sit tonight?

Mr. LEWIS: Can we sit tomorrow morning?

The CHAIRMAN: It depends on you, gentlemen. I should tell you that there is a necessity for a meeting of the steering committee, and it will not be easy to do that before tomorrow morning. It will also not be easy to have a meeting of the steering committee tomorrow afternoon. If the Committee decides it will not sit tomorrow morning, we could have a meeting of the steering committee at ten tomorrow.

Mr. BASFORD: Mr. Chairman, this is what I would move. There are difficulties in the steering committee meeting tonight—I will not go into them—and I would rather see the steering committee meet tomorrow morning at ten o'clock to arrange further meetings.

The CHAIRMAN: I do not think we need a motion for that. It is understood that we will have no meeting tonight and that the steering committee will meet tomorrow morning at ten.

*(Translation)*

Mr. PRUD'HOMME: Does that not mean we are not going to sit tomorrow?

The CHAIRMAN: No, that means there is no sitting tomorrow because it is not possible during the afternoon.

*(English)*

I think it should be emphasized that in any case the meeting tomorrow morning would be very short because the House sits at eleven.

*(Translation)*

Mr. PRUD'HOMME: Would it be alright after that if we suggested that we adjourn until 8 o'clock Monday evening, like last week?

The CHAIRMAN: Provided we have permission from the House.

Mr. PRUD'HOMME: It is all exhausted?

The CHAIRMAN: Yes, it is exhausted.

(English)

If we want to sit on Monday at 8.00 p.m., as we did this week, we need a motion to request permission to sit while the House is sitting to apply only from Monday, May 16 to Thursday, May 19.

Mr. LEWIS: I will so move.

Mr. PRUD'HOMME: I second the motion.

Motion agreed to.

(Translation)

The CHAIRMAN: Now we will deal with the testimony of Mr. Marc Thibault, and I want to ask him as we do of all witnesses whether he has a preliminary statement to make or whether he wants to receive questions from members immediately?

Mr. MARC THIBAUT (*General Supervisor, Adult Education and Public Affairs, CBC French Network*): First of all, Mr. Chairman, I would like to tell you that my situation here, of course, is a very delicate one. The Parliamentary Committee of my country is asking me to come to it to testify about a very serious crisis going on within the CBC, the entire corporation. On the other hand, I am the director of public affairs services on the French network under whole management which takes a position on this question with which you are already familiar. First of all, in testifying here, I should like to know whether I should subsequently—I should like to know the authority that a Committee like yours has over a witness like myself, what I am to say, and what I can do. Finally, would you be kind enough to define the kind of protection which a Committee like this one gives to a witness who acts in good faith like the one who is now before you.

The CHAIRMAN: I could repeat at this point what Mr. Ollivier stated this morning to Mr. Désorcy when the same question was put. He added and I will add—oh, by the way, the secretary is giving me a quotation here from May's which is in English, I will not try to translate it simultaneously but it will answer your question.

(English)

A witness is, however, bound to answer all questions which the committee see fit to put to him (f), and cannot excuse himself, for example, on the ground that he may thereby subject himself to a civil action (g), or because he has taken an oath not to disclose the matter about which he is required to testify (h) or because the matter was a privileged communication to him, as where a solicitor is called upon to disclose the secrets of his client (i), or on the ground that he is advised by counsel that he cannot do so without incurring the risk of incriminating himself or exposing himself to a civil suit (k), or that it would prejudice him as defendant in litigation which is pending (l), some of which would be sufficient grounds of excuse in a court of law. Nor can a



witness refuse to produce documents in his possession on the ground that though in his possession, they are under the control of a client who has given him instructions not to disclose them without his express authorization (m).

(Translation)

The CHAIRMAN: This means that the questions which are being put to you by the Committee, unless they are questions relating to hearsay evidence—asking for an opinion—that is questions which are within your direct knowledge—are questions which you must answer. This being said, there is the protection of the Committee which is extended to you, in the case of all employees of the CBC occupying the level you occupy in the organization. There is the assurance which was given by the president here that no action would be taken within the Corporation following statements which would have been made to the Committee, in answer to questions put by the members of that Committee on a definite subject. I believe that you must have noticed this morning—because you were present at the sitting—that the Chairman has attempted to assist the witnesses. If questions put to him proved to be embarrassing he has attempted to warn the witness that he was bound to answer, but that he may answer if he feels like it.

Mr. THIBAUT: I am free to express or not to express an opinion, but I have to give the facts.

The CHAIRMAN: When you are asked for facts that are within your knowledge, you have to answer.

Mr. THIBAUT: I am not under oath.

The CHAIRMAN: You are not sworn under oath, but it is very much the same thing, because our procedures are such that if the Committee feels that a person should testify under oath, provision is made for that.

Mr. THIBAUT: Taking these notions under very serious consideration, Mr. Chairman, I think I am justified then in submitting to your attention and to that of the members of this Committee, the very elaborate statement which I have already prepared. I think I am authorized too to reply to questions which the members of this Committee will want to ask me subsequently. However, I must tell you that I have prepared a very substantial statement—as you will see in a little while. I did not want to act like a president however, but it is just as it has had in practice, because though the statement is not as authoritative as if it had come from him, at least, in point of length, it certainly is worthy of his. In doing so, I thought that my statement would facilitate your own work since I have been reading the transcripts of the evidence given so far as well as the newspaper reports. After having Mr. Slack here and you, Mr. Chairman, tell me the object of my evidence here, I think that it can give an adequate reply to some of your questions while, at the same time eliminating some questions afterwards.

I should like to be able to speak equally well in English as in French. Unfortunately I do not claim to be able to do so. I have rather a great deal of difficulty speaking my own tongue and consequently I have no illusions about



ny fluency in an adopted one. However, I do practice a sort of bilingualism which is of some interest: I speak my own language as best I can and I can understand that of my English-speaking colleagues sufficiently. I therefore hope that this arrangement will be satisfactory to all. At any rate, for me personally, it will allow me to give the testimony that I want rather efficiently. On the other hand, I would like to communicate to you if you wanted to give to members of the Committee, a French text of the statement that I am going to present today, hoping and not being convinced that this will do so, because you did sit Monday, to be able to present to English-speaking members of the Committee a translation, or an unofficial translation at any rate, of my statement.

*English)*

Mr. LEWIS: Could we wait until it is circulated?

*Translation)*

Mr. THIBAUT: Yes. Attached to my document, as a piece of information, you will find a conference given by Sir Hugh Green, Director-General of the CBC, a conference from which I spoke liberally in my text. I also attached an organization chart—this morning I heard several members of this Committee pose questions to Mr. Désorcy trying to locate or situate him in the hierarchy. I have included an organization chart so that you may be able to see at least where I am, and also to be able to see and to refer within my statement, to what I call the intermediate level, higher level, and top management. I also sent this statement to the interpreters so that you will be able to hear it.

Mr. PRUD'HOMME: Mr. Thibault, do you have any copies in English?

Mr. THIBAUT: Do you want to ask Mr. Slack. I only have 25 copies. May I begin? I should say that I did not expect to appear today. I spent the night putting the finishing touches to this statement with three very charming and obliging secretaries, and, of course, the translation of the statement was really impossible to carry out. Consequently:

Public affairs at the CBC.

Statement by Marc Thibault  
General Supervisor of Educational  
and Public Affairs Programs (French Network)  
on Public Affairs at the CBC  
submitted to the Parliamentary Committee  
on Broadcasting, Films, and Assistance to the Arts,  
in Ottawa.

#### PUBLIC AFFAIRS AT THE CBC

For almost ten years now I have been General Supervisor of the French Network Talks and Public Affairs department. Prior to this for two years I was Director of the French Network radio programs after having produced during five years a great number of the very prestigious series of Radio-Collège.

## I—OUR PUBLIC AND OUR PROGRAMMING

My department is responsible for an important program volume on TV as well as Radio, national as well as local, in the most varied fields: political economy, social science, arts, science, and culture. For example, TV: *Professeur Guillemin*, *Defis nouveaux*, *Sextant*, *Le Sel de La Semaine*, *Carte Sur Table*, *Conference de Presse* and *Aujourd'hui*; and, on Radio: *Present*, *Les Chansons De La Maison*, *un Homme Vous Ecoute*, *Revue Des Arts Et Des Lettres*, *Tour Des Capitales*, *Des livres et Des Hommes*, etc. For your own information it is our department, which has authority on the political series *Affaires De L'État* and *Politique Provinciale*.

Even such an incomplete list as this is sufficient to suggest the extent of our activities in programming and its importance to the audience. These activities try to be as diversified as the tastes of their audience. They encompass multifarious matters; national and international politics, the world of labor and industry, literature and the Fine arts, social and human interest problems, mental health, family education, history, scientific developments, advice to consumers, etc.

All our resources are put to work keeping in mind our audience and the important cultural, educational and informational aims of our Department. The audience is of all ages, ideologies, backgrounds, religions, cultures, tastes, needs; an audience of such diversified interests, a public very difficult to serve either separately or in the mass, depending on the nature of our enterprises.

The programs we produce, the materials we use are therefore aimed at this complex audience, very selective at times, hence limited, as for the series *Professeur Guillemin*, or *Des Livres et Des Hommes*; very popular and diverse for *Aujourd'hui*, *Present*, *Defis Nouveaux*, *Un Homme Vous Ecoute*.

Some programs try their utmost to work in depth on mass education or to reach an audience of higher cultural demands by drawing from material of permanent value; others accomplish a task of diversified and more superficial information with the abundant, various and precarious topics of actuality.

## II—OUR FUNCTION, OUR OBJECTIVES

With such varied programming, our role and aims will also vary from one program to another and from one audience to another depending on who they are addressed to.

It is readily understood that in all cultural and educational programming at our Department, and of the CBC, as well, by its very nature, we must play, and have played a considerable role in promoting new values which have largely contributed to altering deeply our audience and environment. By the very nature of its existence, and the deliberate orientation of its programming, television and radio are powerful "altering forces" of our society; here is a fundamental orientation that belongs to the very nature of our public enterprise.

Here are two examples to illustrate this. When the Corporation programs two series on its networks: one in mental hygiene and the other on credit and consuming, and entrusts these two series to two permanent hosts, it deliberately accepts from the beginning the pursuance of involved mass education of a very

large audience who will be very substantially influenced in their values, opinions and attitudes. And any two hosts who are entrusted with such responsibilities are therefore much privileged. In this respect, Thé Chentrier and Louise Simard on radio have exerted considerable influence over our audience.

I gave you these two examples to make you realise how complex are our role and aims in a department such as ours. Besides programs very much involved in mass education, because of the nature of their goals and their hosts taking a position in such vital matters as mental health and consuming, we also schedule informative and public affairs programs dealing with great problems of our time, our world, our country, in the controversial field of social, economic, political and ideological subjects.

Since the advent of Public affairs within the CBC, our job consists in researching, selecting, examining and interpreting these problems wherever they are found, wherever they come from and whatever they challenge. We outline as efficiently as possible, these times, this world, this country, and this environment in full evolution. We necessarily expose progress or set-back, crisis, tensions and conflicts, assets and weaknesses, new or permanent values.

Here, our aims are as clear as in our educational or cultural broadcasts. If we know how to respond, there will be something changed in the state of the benchmark.

I shall take a quick glance with you at the objectives recorded in English in the Halifax memorandum, prepared by my colleague R. Haggan and myself and submitted for approval to the Head Office:<sup>1</sup>

- To explain what is happening in Canada and in the world; how events and trends are going to affect this country and its people.
- To present a continual stream of informed opinion on events in Canada and elsewhere.
- To identify and to present important Canadian points of view.
- To encourage the expression of popular opinion on current events.
- To provide a national forum for discussion of events, trends, and ideas; thereby stimulating discussion within the Canadian community.
- To present to Canadians leading figures in Canada and the world.
- By the continual presentation of varying opinions analyses and discussions, to encourage the Canadian community to scrutinize the quality and values of the changing patterns of Canadian life; and the objectives, policies, and philosophies of governments and other influential bodies, public and private.
- By thorough responsible investigative studies, to examine the fabric of Canadian society and to bring to the attention of Canadians some of the strengths and weaknesses of Canadian life.

### III—OUR POLICIES

A Corporation like the CBC and its department of Public affairs, if it is faithful to its objectives, must necessarily exercise fundamental options, with the courage, freedom and responsibility essential to public broadcasting.

<sup>1</sup> cf. Memorandum of Halifax, 1.2—Summary of objectives.



## (A) OUR "EDITORIAL" CHARACTER

Now here I can choose to discuss a subject or not to discuss it. I can choose to invite a participant or leave him aside. I can choose to accept pressures or refuse them. In the end, everything could all become rotten again in the State of Denmark!

The conscience of the public broadcaster then is the indispensable guarantee of its integrity in the face of public opinion. The broadcaster, gentlemen, do not forget it, is the programmer professionally involved in this work. I shall refer to this again.

At the moment when we become conscious, in our news and public affairs programming, of the necessity to avoid "le nivellement par le bas", turning a blind eye, standardizing by conforming, mediocrity by unanimity, neutrality by uniformity, we have already taken a definite step in the influencing of a whole environment.

We have succeeded, in fact, in countering deliberately all the "old Guardians" of this environment, as the Director General of the BBC, Sir Hugh Greene bears witness in a statement remarkable for its vision, intelligence, independence, maturity, and daring, a statement I recommend reading. I enclose it with this present memorandum.

Quoting Professor Hoggart, one of the best British writers on the themes of broadcasting and freedom, Greene declares: "We have to resist attempts at censorship from this 'old guard'—(senior clergy, writers of leading articles in newspaper, presidents of national voluntary organizations and so on) who like to think of themselves as upholders of cultural standards although, in many cases they lack the qualities of intellect and imagination to justify that claim."

"The attempts at censorship come nowadays also from groups—Hoggart calls them the 'new Populists'—(one might call them the new Puritans)—which do not claim to be 'Guardians' but claim to speak for 'ordinary decent people' and to be 'forced to take a stand against' what they arbitrarily call unnecessary dirt, gratuitous sex, excessive violence—and so on. These 'new Populists' will attack whatever does not under-write a set of prior assumptions, assumptions which are anti-intellectual and unimaginative. Superficially this seems, and likes to think of itself as, a 'grass-roots' movement. In practice it can threaten a dangerous form of censorship—censorship which works by causing artists and writers not to take risks, not to undertake those adventures of the spirit which must be at the heart of every truly new creative work."<sup>1</sup>

The history of Public Affairs in the CBC, at least of the French network which I know best since I have devoted ten years of my life to it, corroborates this thought of Sir Hugh Greene that "at least in the secular and scientific field today's heresies often prove to be tomorrow's dogmas", and he wrote: "True forever on the scaffold, wrong forever on the throne". "Honorable men will venture to be different, to move ahead of—or even against—the general trend of public feeling, with sincere conviction and with the intention of enlarging the understanding of our society and its problems, may well feel the scourge of public hostility many times over before their worth is recognized".<sup>2</sup>

<sup>1</sup> The Conscience of a Program Director, Sir Hugh Greene, Publication of the BBC, p. 25

<sup>2</sup> The Conscience of a Program Director, Sir Hugh Greene, Publication of the BBC, p. 26



Further, Greene adds: "I believe that broadcaster has a duty to take account of the changes in society, to be ahead of public opinion, rather than to wait always upon it."<sup>1</sup>

Now, you know as well as I, and I quote here my President in his talk to the Canadian Club in Toronto, 28th March last; "Quebec is in full revolution. Quiet revolution, it is sometimes said, but revolution nevertheless, not against the rest of Canada, but against its own reactionary conservatism... Quebec is in the process of transforming and completely modernizing its educational system, it is reorganizing its traditional relationships between the Church and the state; it is cleaning up its politics and restructuring its civil service, it is making much needed laws and institutions, to plan and coordinate its social and economic expansion".<sup>2</sup>

But our President knows much more than us on this subject; public affairs on the French network have been accused for many years of being the "avant-garde of the avant-garde", of promoting the most dangerous leftist ideas, by those whom Hoggart calls the "old Guardians" or the "new Populists". And why? Because it dared, seven or eight years ago, to discuss ideas which by now have become laws; because it dared to give a platform to certain individuals, who were "persona non grata" with the Establishment, who are now in high office; because it said no to the policy of silence that some public opinion or some pressure groups wanted to impose on us.

Throughout this so recent history of our political evolution, the CBC decided to play its part as a responsible public broadcaster and contributed powerfully "in bringing Quebec out of its shell and renewing its social, cultural and economical values", to paraphrase the words of Mr. Ouimet.

I therefore believe I am authorized to uphold here, gentlemen, the necessarily editorial character of our public affairs activities. The CBC does not perhaps take sides in these controversial questions, but it takes sides in its choice of these controversial questions, in its choice of the guests who will participate in these arguments, in its choice of formats in which these questions are going to be discussed. Whether it likes it or not, whether it seeks or not, whether it arrives at it directly or indirectly, the CBC by its very nature as a public enterprise, powerfully contributes to the shaping and influencing of public opinion, to instigate and promote far-reaching social and political changes in our milieu.

During the last Commonwealth Broadcasting Conference at Lagos, Nigeria, our President declared and I quote: "We must never fear to show our present-day society as it is, even if the picture may sometimes be disturbing or unpleasant. We must never fear to make room for new ideas, artistic innovations, new ways of thinking, notwithstanding the protests of certain elements in our audience".<sup>3</sup>

Either I am much mistaken, or here is a very "avant-garde" declaration of principles, which could well serve as a guide and a stimulus in the conduct of our activities. I ask myself, with such a concept of his organization and of Public Affairs, how it can be that our President and his Head Office can be in

idem, p. 26.

Circuit fermé, Radio-Canada, 25th April 1966, p. 3.

Culture, Information, Radio-Canada, vol. I, no. 1, p. 11.

such profound disagreement with the Public Affairs department of the English Network, and with Messrs. Leiterman and Watson in this affair of Seven Days—a “poussée avant-gardiste de non-conformisme”, of course, but on which the President—judging by his statement in Nigeria, would not seem likely to disown. Quite the contrary.

### (B) THE PUBLIC AFFAIRS “NEW WAVE”

Throughout our history in Public Affairs in these last years, with magazine programs like “Aujourd’hui” and “Seven Days”, with the actual evolution of our milieu, of our own production techniques, of our program formats—if our principles remain unchanged, the interpretation of these principles and the daily implementation of our traditional policies have changed a great deal. Clear proof of this are the two directives which you are already very familiar with recorded in our Halifax memorandum and sent out by our Vice-President (Programming), Directives 65-6, on the Host and Personalities, and 66-2, on the Difficult art of Satire.

It had become permissible for us in Public Affairs to deal with highly provocative subjects, to take ourselves less seriously, to take a lighter approach towards subjects, to include in our magazine programs some items of purely relaxing and entertainment nature, to make our broadcasts much more personal, even to take an editorial line on certain subjects where the popular consensus suggests it. You will agree with me on the importance of these new practices within our traditional policies of objectivity, neutrality, and impartiality.

1. Thus it seems to me to be clear that we have made enormous gains in the last few years, as much in our society than as in Public Affairs of the CBC, on the level of a much greater freedom of expression on a good number of subjects. Even if in the past there were in principle no taboo subjects, except of course those offending morals, religion, or private life, in practice we used to impose on ourselves our own restrictions in the treatment of these subjects having regard to the public, its opinions, its evolution.

The opening up of our society during the last few years is such, its growing maturity which we have ourselves promoted has come to such a point, that our conscience as broadcasters has also developed in such a fashion that we have enormously pushed back the frontiers of taboo subjects. Thus it is that the consideration of religion, sex, love are current preoccupations in the public mind. The Church itself has instigated within the Christian world a spectacle of liberation of ideas, and even among the Catholics themselves there is now so much tolerance that such subjects as love, atheism, communism, formerly so hard to tackle are now almost safeguarded by the freedom with which the Church itself has come to grips with them on the public platform.

Need I tell you that in such a climate, and in this world of to-day which is going through a profound process of re-thinking and re-making, we, in Public Affairs believe that we must assume all the responsibilities and all the risks of our profession as producers and broadcasters. We come more and more to believe as Sir Hugh Greene writes that “it is better to err on the side of freedom than of restriction”.

2. Not only have we, with the years, freed our programming—would there be a “une affaire Simone de Beauvoir” to-day?—but we have freed ourselves as well in our ways of tackling and treating certain subjects.

Was it not our Assistant General Manager Raymond David who recently declared in a talk given to the Club des Anciens du Collège Ste-Marie: “A good program must sometimes shock, not shock in order to offend good souls, but in order to provoke thought, in order to bring the viewer out of his torpor, and push him into action. In psychiatry shock treatment has therapeutic value. For the intellect it has a hygienic value. It prevents the muddying of the mind in the ruts of prejudice, taboos, and preestablished categories”.<sup>2</sup> He aligned himself with this declaration with the Director General of the BB who himself held that “shock may be good. Provocation can be healthy and, indeed, socially imperative”.<sup>3</sup>

3. One of the most significant and decisive aspects of our evolution in Public Affairs, as much in the English as in the French Networks, has been our capacity to take ourselves less seriously, to take the world we live in with more humour, in other words to show in a less theatrical light certain events, certain personages, certain ideas.

Humour and satire in Public Affairs originated, on the French Network, I must admit, in variety shows like *Chez Miville* and *Les Couche-tard*. However we came to realize the impact of humour and satire in Public Affairs in viewing the first of the now historic BBC series *That Was The Week That Was*, the British ancestor of *SEVEN DAYS* and *LE SEL DE LA SEMAINE*.

That was perhaps the beginning, for both my English and French colleagues, of our determination to make use of these values in the treatment of certain subjects. And it was above all in our magazine programs “Seven Days”, *Aujourd'hui*, *Le sel de la semaine*, that we made use of them, fully conscious of the difficulties but prepared to leave no stone unturned to use them effectively. It seems to us obvious nowadays that variety programs cannot must not have a monopoly on satire and humour in dealing with public affairs material, and that, here again, the good health of the public, politically and socially, will be well served by recourse in our magazine programs to this therapy of humour, satire, and relaxation.

4. Our traditional concern with objectivity, impartiality, and integrity has led us with time and experience to become “editorial” on certain matters or certain subjects. I gave you, at the beginning of my statement, two examples of educational series in which the CBC through its two permanent hosts constantly took a position with respect to the problems of credit, of consumers, and of mental health. Obviously such influence in educational matters does not bring with it the same consequences, I already agreed, as in information and public affairs.

But even in these two controversial domains, we have found ourselves leaving the beaten path of our traditional policies of “balance”, and exercising the freedom to take sides, or to choose certain orientations, convinced that in so doing we are reflecting an important segment of public opinion, and conscious that we are perhaps shocking another.



Thus it is clear that we are then contributing directly to orienting moulding, and influencing public opinion, and that from that moment the CE with a large part of the public mounts the platform and fights for an opinion, an attitude, a precise value, of an individual, a group, or even a country.

Once more I turn to the writings of Sir Hugh Greene in support of his statements: "But although in the day-by-day issues of public life, the BBC does try to attain the highest standards of impartiality, there are some respects in which it is not neutral, unbiassed, or impartial. That is, where there are clashes for and against the basic moral values—truthfulness, justice, freedom, compassion, tolerance. Nor do I believe that we should be impartial about certain things like racialism, or extreme forms of political belief".<sup>1</sup>

In our memorandum, there was a precise reference to this last subject—racial prejudice, and I quote: "There may be from time to time issues in which the presentation of both sides may be needless. An example of this is racial segregation, where we do not feel it necessary to give any great exposure to those favoring racial segregation although they are from time to time seen and heard on our networks".<sup>2</sup>

Consequently, a good number of subjects—dealing with notorious abuses of power, crying injustices to the individual, human rights clearly flouted, hate literature, avowed anti-semitism—these subjects justify and suggest our editorial engagement in Public Affairs.

Even more obviously, if a program like "Seven Days" has been granted a quasi-"ombudsman" role in the program schedule and has been authorized to do, and I quote, "investigative report, designed to draw attention to public injustice, abuse, or wrong." (Car safety, overmedication, foreign doctors in Ontario, service pensions).<sup>3</sup> Our President himself gave us the other day in his speech to the Canadian Club, a perfect example of subjects on which Public Affairs could very properly "editorialize", under the rule-of-thumb cited above.

Speaking about our dependent status vis-à-vis the United States, Mr. Ouimet stated: "From the economic and cultural points of view, and in many other areas, such as that of pure research and trade unionism, our dependence on the United States has reached a stage that, in my opinion, is totally incompatible with our long-term national interests. Everyone seems to agree that we are living well beyond our means and that in order to catch up, we sell half of our Canadian birthright: our industries and our resources, to American enterprise. We have to a great extent become tenants in our own country, and simple employees at the service of industries which ought to belong to us."<sup>4</sup>

We could then, on the strength of a blue-print such as Mr. Ouimet draws up, mount the platform along with a large part of public opinion, and show a highly committed documentary on our excessive and dangerous dependence vis-à-vis the United States on the economic and cultural level. We could thus powerfully and directly influence one segment of public opinion, while quite certainly shocking that whole other segment of opinion, indifferent to our

<sup>1</sup> Idem, p. 30.

<sup>2</sup> Memorandum for Halifax, p. 5.

<sup>3</sup> Ibid. p. 36.

<sup>4</sup> Circuit Fermé, Radio-Canada, 25 avril 1966, p. 4.



avor of that dependence, a segment of scarcely credible size—if one is to believe a scientific survey conducted in June 1964 by Le Groupe de Recherches sociales, across the country: 29 per cent of Canadians said Yes to political union, and 33 per cent of those were from the Province of Quebec; 78 per cent of Quebecers wanted economic union, compared with 65 per cent of the total population.

5. It is in this spirit then that we have progressively developed in "Seven days" as in *Aujourd'hui* a much freer concept of the host and his role, a concept which has allowed us to bring him out of his neutrality and his anonymity, and to personalize to a much greater degree some of our big Public Affairs series. We had started this some time back on the French Network, well before the current series, with one René Lévesque, one André Laurendeau, and with the Chairman of this very Committee. We had not however gone as far, at that point, as to free our hosts to the extent that they could engage themselves in editorializing to the extent described in our principles governing production: "Such a permanent program personality may conduct interviews or express views current in the public mind, some of which may be provocative. The success of such program personalities will depend on their capacity to demonstrate the importance, urgency or high interest of a particular subject or situation. A permanent program personality will, therefore, project a considerable degree of individuality." And further: "Magazine programs, because of their capacity to engage a large popular audience in the examination or discussion of public affairs questions, depend to a considerable degree for their success on the use of distinctive personalities. This development involves a trend away from the more sedate style of presentation. It is recognized that the use of *Permanent Program Personalities* may entail the expression of views by them but the degree to which this is permissible depends on the way in which they conduct themselves under close supervision." The nub of the matter is perhaps knowing if these persons know how to conduct themselves under close supervision. But we will come back to that later.

Our traditional policies, our program directives, and their actual practice over the years, seem to me then to permit us, in French and English Public Affairs, a latitude of interpretation and of operating much wider than our President seems to concur with in his statement of May 6 before this committee. But I will push the examination of this problem further before reaching any conclusions on this matter.

Let us remind ourselves, then, at this point in my statement, that Public Affairs work with the most stimulating, the most dynamic, the most explosive elements in the whole field of information: the elements which must present to the public the problems of our times, of our world, and of our milieu, problems which are at full boil and in continual evolution.

Unlike the News Department which must give factual information on all important events, our Department may or may not deal with headlines, and explores any subject, burning or permanent, of passing or constant interest, in the most varied formats—interview, discussion, commentary, confrontation, enquiry, documentary, within an extremely diversified program schedule.

## IV—THE PUBLIC AFFAIRS MAGAZINE

It is above all the magazine program which operates in this spirit and this dimension, and proceeds day after day, as in the case of *Aujourd'hui* and "Present", or week by week, as in the case of "Seven Days" or *Le Sel de Semaine*, with a thorough selection from all the topics which might hold the attention of the public, command its interest, provoke thought, increase information, enrich its knowledge of men, of their lives, of their ideas.

On the English as on the French network, we have developed these informative magazine-format series, in order to attract as large and varied an audience as possible by means of a popular approach. That the public reacts with enthusiasm to such initiatives is proved by the fact that "Seven Days" on the English network, and *Aujourd'hui* on the French, have been the greatest successes Public Affairs has known in years.

Taking account of what my colleagues Reeves Haggan and I wrote about these programs in our Halifax memorandum—which I must ask you to study—believe it important to tell you what I feel about the kind of television and information that is involved in such magazines.

1. The magazine is frequently of a challenging nature, the weekly even more than the daily, because it often risks doing more of the "editorializing" that I spoke of earlier; because it must be far more selective in its material—it has only one hour's air time each week—and because, on certain subjects it has the capability of being militant and combative.

This magazine, if it is successful, will never be quiet, will almost never leave its public in peace, will always be dealing with "problems", will operate often with explosive material, in search of its human reality and its social dimension. It often presents controversial figures, it presses confrontation, raises doubts, forces evolution, it upsets fixed ideas and rooted habits, it appears sometimes destructive and negative, it shocks forcibly if not deliberately, disconcerts startlingly at one moment or another. It does not leave one of here, as you can see, in an easy situation: not the audience, not the producer, not middle management, not Head Office.

2. This magazine practices a kind of journalism that is absolutely unique.

It counts often on the impact of the picture and works on the sensitivity of its audience to touch it, to reach it, to provoke it.

This magazine is almost always empirical, in the sense that it has to invent its own framework, its own laws, its own methods; it must push the development of techniques, experimenting constantly with new ones, to create something entirely different.

3. This magazine must also, in order to attain its objectives, call upon qualities of showmanship and of personality which render the undertaking even more difficult. These qualities are first of all required of the hosts, who as guides of the public must be their guarantors, their security, their interest, their stimulus, and who succeed in developing such a personal relationship with the public that this kind of new journalism takes on a life of its own, and projects through these hosts a living, dynamic, and highly personal stream of content.

The research done by the CBC has moreover, amply proved this phenomenon of popular identification with the hosts of "Seven Days" and of *Aujourd'hui*.

These qualities are also required of the interviewer-reporters, or the researchers, who have to be involved in the assignments where their background, their temperament, their experience, their contacts, their knowledge and their opinions will serve this magazine and its public.

4. The entire production personnel, behind the cameras, must be essentially: creative, imaginative, sensitive in the extreme, demanding, combative, always on the go, very much wrapped up in their work, totally free in their initiatives and in their ideas. For such a crew, coercion and censure are pure poison. As Hugh Greene writes, "Nothing (is achieved) except the frustration of creative people who can achieve far more by positive stimulation of their ideas in an atmosphere of freedom".<sup>1</sup>

5. One must also underline the "team" character demanded by this sort of journalism, which must count on the help of an unprecedented kind of personnel in order to operate efficiently. This personnel is numerous: hosts, interviewers, researchers, writers, producers, directors, supervisors. It is part of the task of this group to evaluate, to co-ordinate, and to deploy a wide variety of human and material resources with utmost efficiency, skill, and despatch.

6. I am sure you will appreciate how incredibly complex a thing it is to supervise such an operation. Such supervision must be prudent, understanding, trusting, human, and in close relationship with the personnel. It must be inspiration rather than control, persuasion rather than constraint, self-discipline rather than censure.

It must put all the technical and administrative facilities at the disposal of this group, apply policy by persuasion rather than by decree, and as much as possible allow program decisions to be taken by this team, rather than having them imposed from above.

If I were to outline for you the tasks involved in supervising the program *Aujourd'hui*, and this is something I am familiar with from direct experience, you would be astounded.

#### V—MANAGEMENT OF PUBLIC AFFAIRS vs HEAD OFFICE

All these considerations lead me to the crucial problem of the delegation of authority and responsibility within the CBC, from the President right down to the producers, in order to ensure the "management" of Public Affairs, as well as the "management" of magazines within the Public Affairs department.

1. The "management" of Public Affairs programming can only be carried out at the level of the General Supervisor of Public Affairs, the Supervisor of the program concerned, and the production personnel. It is at these levels that there exists a specialized body of creative people, who, because of their backgrounds, interests, tastes and aptitudes, have the capability and the duty to wield in the most autonomous and responsible manner possible, that authority which top management of the Corporation ought to have delegated to them.

<sup>1</sup> Idem, p. 25.



2. It is also at these three levels that practical program policies must be implemented. These policies are constantly evolving, and Top Management will have to keep re-defining them in the light of the experience gained in the course of Public Affairs programming.

3. Head Office should also understand that its view of our world, of our times, and of our milieu, and that its concept as well as its evaluation of public affairs, must to a great degree be shaped by the very people within the corporation whose profession is Public Affairs.

4. It is these same three levels which must assume the heavy responsibility for the management of all matters related to Public Affairs programming: concept, research, development, and final production.

5. It is at these three levels that all major problems in the conduct of broadcasting must be clearly understood and efficiently managed. These include problems of personality, of personnel, of organization, of administration and operations, of concept and orientation of production, of evaluating personnel and programs, and of relations with the public.

6. Head Office and the Board of Directors by reason of their background, interest, activities, inclination, and overall responsibilities, are so far removed from all those vital problems that constantly make themselves felt at the level of middle program management, that they must trust to a very great degree in this management in order to exercise their overall responsibilities.

Even a Head Office with the necessary background, sufficient interest, and the involvement necessary for the evaluation and the sure understanding of Public Affairs problems, would have to set up a very efficient network of relationships with the supervisory levels of Public Affairs in order to get a better understanding of any situation.

7. Whenever Head Office and the Board of Directors see fit to substitute their overall authority for that of Middle Management in making decisions affecting programs and production, they create a false and confused situation, foul up normal procedures, and develop a troubled and explosive network of relationships within the structures they themselves have established.

There follows a breakdown of communications between Top Management and the Departmental level so serious that the two interested parties come to see their problems from radically different points of view. There is no longer any dialogue; people no longer talk the same language; and the situation degenerates into an irreconcilable opposition on both sides, passivity, incomprehension, and even hostility.

8. Overall managing of the Corporation by Head Office and the Board of Directors ought to be neither arbitrary nor absolute. It is bound by its delegation to Middle Management of its responsibility and authority with respect to programs, and relations with the public. It is bound by the accepted rights of the unions and the associations with which it has negotiated the sharing of its own rights of management, rights that it cannot freely reclaim without being faced, as happened in the case of the French Network Producers



association, with the whole business of grievances, negotiations, and arbitration provided for in collective agreements.

9. The principle of the right of Head Office and the Board of Directors to manage is incontestable in a broadcasting organization like the CBC. But the exercise of these rights, the spirit in which they are carried out, and the methods used, the practical consequences of a direct exercise of these rights, and the chances of success of such a procedure, should be very seriously weighed by Head Office and the Board of Directors. Otherwise the organization finds itself saddled with an interfering abusive and arbitrary Top Management regime with which program people are totally out of sympathy. Under such a regime programmers might either end up by rebelling, or collapsing into silence.

## VI—MANAGEMENT OF PUBLIC AFFAIRS MAGAZINE PROGRAMS vs HEAD OFFICE

The principles which I have just outlined are even more relevant to the management of our magazine programs.

1. In the running and guidance of such an operation, Networks Top Management and Head Office must rely on:

- (a) an efficient structure, competent, responsible, and intelligent men, at the top of the structure, at the head of News and Public Affairs, men fully capable of handling the enormous demands of their jobs, in its relations with Top Management as well as with the people in authority at both the department and the magazine program levels;
- (b) on the sense of responsibility, competence and good judgment of the Management of the Department, and especially of the Supervision of this particular magazine.

2. It is above all through the supervisory level and because of it, that Top Management can command respect for the general concept of the operation and the directives which necessarily govern it.

3. This supervisory level must enjoy the fullest possible measure of authority over the magazine so that it may take full responsibility for it.

4. Any action on the part of Top Management with respect to the magazine should take place only in close consultation with the Head of the Department and the Supervisor of the program who together form the link of trust and of good will between the personnel of the magazine and Top Management.

5. If these relations are clearly established and operate efficiently, Top Management is fully capable of making its legitimate requirements felt and recognized by its personnel. Any direct authoritarian action it takes within the magazine saps the authority of the Department Head and especially of the Supervisor, leads their personnel to question their authority, and introduces a strongly inhibiting foreign element into the magazine.

6. Networks Top Management and Head Office must understand that outside this framework of trust and of responsibility it will never succeed in getting from its staff such breakthroughs in programming as "*Seven Days*" *Aujourd'hui*, *Le Sel de la Semaine*, and *Present*.

To run a corporation like the CBC, and to run a journalistic undertaking are two radically different things. The very particular situation of Head Office running the Corporation by remote control from Ottawa isolates it of necessity from all the physical, psychological, emotional, and creative realities of its vital production centres in Montreal and Toronto.

Under these circumstances, in order to be in touch with the operation and the evolution of the magazine, Head Office has no choice but to place the fullest possible trust in its deputies, in the Director of News and Public Affairs, in the General Supervisor of the department and the competent supervision of the magazine. Should the Supervision fail to satisfy the legitimate requirements of Top Management and Head Office, they have no choice but to replace it.

## VII—FRENCH PUBLIC AFFAIRS AND THE SEVEN DAYS CRISIS

How did the Seven Days affair blow up in such a dramatic way and why did my colleagues in Public Affairs see in this "a worsened repetition of the situation of which we are only too keenly aware in the French Network".

Here I must sketch the historical account of our interest in this matter so that you will understand why French Public Affairs feels just as much involved as English Public Affairs.

As you know, a year and a half ago, Head Office decided to re-organize the two networks, with News and Public Affairs as a separate structure, distinct from general programming and production. These two departments were to be headed by a Director of News and Public Affairs, who was directly responsible to the Vice-President, General Manager and Head Office.

Since Public Affairs, both French and English, were to be working side by side, it became possible to exchange views in this re-organization.

Top Management was the same for both. Their conception of policies governing us was very important to us. The new structures established by Head Office to better organize News and Public Affairs were identical. The problems of internal communication were comparable. Relations between the News Department and Public Affairs were posed in the same terms. The situation created for the people in Public Affairs in this structure in relation to the organization of the two networks as a whole, was inter-related.

To this were added a number of conditions which closely linked the two public affairs departments together: joint production of certain series of programs, co-production, cooperation between magazine shows like *Aujourd'hui*, *Sel de la Semaine*, "Seven Days", Take 30, joint centennial projects, the French and English Public Affairs conferences of Mont-Gabriel and Kitchener, the preparation by Haggan and myself of our memorandum on Public Affairs for submission to the Board of Directors, memorandum which also included contributions from the supervisory personnel of both departments.

It is in this context of very close relations between our two departments that we learned of the "Seven Days" crisis, during the first week of April, if I remember, fifteen days before the meeting of the Board of Directors in Halifax and barely a few days after Head Office had approved our joint memorandum, copy of which our President has, I believe, already given you.

As soon as the crisis became public, my colleagues in Public Affairs, the Assistant General Supervisor, the supervisors and the production people asked me "to tell them about the whole situation, conscious as they were of the seriousness of the events taking place in the English Public Affairs".

At the suggestion of our Director of News and Public Affairs, Jean Grand-Montaud, we agreed to ask our General Manager, Marcel Ouimet, to call an emergency meeting in order to obtain first-hand information about this major crisis from a representative of Head Office. I myself, on my own initiative, and with the approval of my Director, decided to go to Toronto as soon as possible to get in touch with my colleagues in the English Network and to obtain from them their own version of the facts. I consider this to be a very honest and objective step to take.

It was then possible for my colleagues and myself to compare our views with those of Management both on Public Affairs and on "Seven Days".

The meeting which the Programming people had with the President in Montreal, made it subsequently possible for us to become better aware of the very serious problems that the whole SEVEN DAYS crisis had touched off in CBC Public Affairs. In the light of these two meetings with Top Management, my colleagues and I spent a full day in close examination of our own situation and of our own problems in French Network Public Affairs.

And this present memorandum reflects, for the most part, their preoccupations, their worries, their difficulties and the extremely important questions raised in their minds and in mine by the SEVEN DAYS affair, caused by the coming of the two hosts, but which could be called "the crisis of CBC Public Affairs".

### VIII—THE CRISIS IN PUBLIC AFFAIRS

Let us say first of all that this "management" of CBC Public Affairs has always been difficult at all levels. And with good reasons.

Let us say also that the divergence in points of view, sometimes very deep, between Head Office and the two departments in Montreal and Toronto has always existed.

We must certainly agree that great undertakings in electronic journalism like *Aujourd'hui*, *Le Sel de la semaine*, *Présent*, "Seven Days" seem to have aggravated these difficulties, because these undertakings are of an empirical nature, both in subject matter and in the way in which they are presented and create problems after the event. The most obvious cause of this deep seated crisis, or at least the opportunity of recognizing it, and thereby bringing it out in the open, lies to my mind in the re-organization of those structures of which I spoke before.

When I returned at Head of Public Affairs, after having been Supervisor of *Aujourd'hui* for a year and a half, I was one of those who wanted to make a loyal and honest test of these new structures which Head Office had rethought without consulting those involved, that is the program people.

My first thought was to try to find the idea behind the re-organization of News and Public Affairs under one Director, directly responsible to Ottawa.



I became progressively aware, as did my colleagues, that this re-organization brought no new conception of News and Public Affairs, either of its place in the schedule or of its means of operation. This re-organization cut us off rather dangerously in our operations, from the management of Television and Radio, left our relations with this management undefined, plunged us headlong into a dichotomy between production and administration, and short-circuited the new relations with Top Management and Head Office, without defining the top and middle levels of responsibility vis-à-vis Top Management and Head Office.

This new structure proved to be almost inoperable for the English Network and ended in a complete impasse in the French Network. It appears that it was conceived in order to bring together News and Public Affairs in both network and succeeded so well in setting the one against the other, that six months after the implementation of this new structure, the News department requested a merger of the two departments, while we, in Public Affairs, became more and more convinced that there were no solutions to this crisis, other than our return to the general organization of Radio and Television programming.

And why, you will ask?

First of all because this reorganization of programming and production already on the way to giving rise to very serious tensions between the general organization of Television and Radio and our "schizoid" structure of News and Public Affairs.

But above all so that there may exist between ourselves and Head Office the rudiments or elements of balance and level-headedness, assured beforehand by the Regional management, the Network Program Management, the Management of Radio and Television, elements which have since been seriously lacking and which plunged us into the present crisis.

All the other program departments have at their disposal these elements of level-headedness and balance in the present organization. Our two departments are the only ones deprived of this.

An example will serve to illustrate. There was a time when Head Office became very concerned about the trends and development of our magazine show *Aujourd'hui*. The appraisals that were made known to me were usually negative. Our regional and Television management proceeded to make a serious evaluation of this magazine show, based on a sample week of programming. The evaluation was on the whole positive. We were left alone and I was able to continue my job as supervisor, happy and safe in our own Montreal management. I think I can positively say that it would have been impossible for me, as supervisor, to launch *Aujourd'hui* and uphold it, if at that very moment we had been thrown into the present structure of News and Public Affairs. Let us take a closer look.

1. If you compare my statements on Public Affairs, their role, their aims, their policies to that of my President, you will find that there exists between Top Management and Head Office, Middle management and production personnel, crucial differences. How to lessen them?

The experience we have had with our new structure forces us into a dead-end. The shorter line of communication which this structure has brought



about gives top management one more opportunity to disregard the most elementary principles of middle management: and it did not overlook the opportunity. It is possible precisely in the same measure, that the real reason and perhaps the only one which motivated this re-organization, lies in the declaration made by the President before this hearing: "I must go further and state that in my opinion, the persons who take part in the production of a controversial program should have less autonomy than those dealing with other programs".

2. In such a shorter line of communication, one must define at all cost the functions of each level, Top Management, Management of News and Public Affairs, and middle management.

Do we, in Public Affairs, deal with the Director of News and Public Affairs, or with the Vice-President and General Manager for the French Network, or with the Vice-President of the CBC, or with the President himself or with his Board of Directors, or with everyone at the same time?

What kind of responsible decisions can our Director of News and Public Affairs make, and we with him, and we with our personnel, which do not risk being over-ruled by Ottawa?

What kind of responsible decisions can I take at my level, as Supervisor of my department and communicate in a definite way to my staff without the risk of being held accountable?

What responsibility can the Supervisor of *Aujourd'hui* or of "Seven Days" assume, that will not be subject to discipline by Ottawa?

3. But especially, in what frame of mind do Top Management and Head Office wish to limit our autonomy in programs, thereby placing us in an unusual position vis-à-vis the other departments? This situation will be all the more trying for us, and even impossible to maintain if the idea behind it may be summed up as regimenting News and Public Affairs and its whole operation; "juss the word down the ladder of command".

The system of stern, explicit, final and peremptory instructions has no place in the management of programming. The system of interventionism at all levels must also be rejected in such a direct chain of command, otherwise the whole undertaking deteriorates, rots or bursts open.

4. To avoid this sort of interventionist supervision in the direct chain of command, it is the duty of Top Management and Head Office to determine that it is "the right men in the right places", with full knowledge of the departments by direct, of their personnel, attuned to their environment and capable of intellectual, moral and humane leadership, which inspires its organization, challenges its personnel as well as its Top Management, and establishes a real dialogue within the higher and middle echelons.

If, for all kinds of reasons, Head Office is unable to find such management and place them in their rightful positions, and so must make do with stop-gap replacements, then let it be fully conscious that it has to make do with a leaky management, to which middle management and all its personnel need not be responsible. Head Office must also be fully aware that it risks shortening even

more the direct line of communication, and will find itself dealing with middle management more often than not. But no one at that level should have to bear the responsibility or the consequences.

5. My colleagues in Public Affairs and myself are greatly preoccupied with the Seven Days, affair for many reasons, but for this last reason especially.

It is true that we do not believe that Head Office and Top Management are better qualified than we are in evaluating our programs, the environment for which they are destined, and the success they achieve.

It is possible that Head Office, in the circumstances in which it evolves arrives too often at a reactionary or too conservative appraisal of our environment and of our programs. Are we allowed to let them know this and to face them with our points of view?

The direct line, broken or shortened, will never allow this. If Head Office supervises our programs directly, intervenes in our operations, fires those we hire, lets us hire people that it will fire, decides who will do what show, the elements which must be kept and those which must be thrown out, if they force upon us their own conception of the program, of the environment it is destined for, then we are thrown into a struggle for life, where we risk our necks and from which we attempt to save it in all sorts of ways. It's a mess! And challenge any supervisor, no matter how inspired, not to burn both himself and his staff under this kind of regime. The day the program personnel begin to believe that Head Office is their boss, the supervisor and the director of the department are cooked.

Head Office should be concerned instead with providing its supervisory personnel with adequate means with which to evaluate its programs, better know its audience and hence serve it better. Otherwise, we are too often reduced to hypotheses and ours are worth as much as those of Head Office, vice-versa. But who then shall decide in that case? Authority? I leave it to your gentleman to answer this question.

## IX—POSITION OF FRENCH PUBLIC AFFAIRS

At the time that we were plunged into the depths of this Seven Days crisis and that our Board of Directors sat in Halifax to examine all the elements, I felt the need to express my views on this crisis to my President.

I believe it is my duty to pass on to this committee the most significant extracts of my letter to Mr. Ouimet. The views I expressed to him then have been strengthened in my mind and I think I can confirm without however wanting to involve anyone, that many of my colleagues shared these views. quote.

"With all the objectivity of which I am capable, while yet very serious considering the official viewpoints of this management, I can only share the fundamental position of my colleague Reeves Haggan, of his supervisors and their personnel.

"The Seven Days case, independent of criticisms regarding the management of the show itself, is a heart-rending example of communications and

untenably deficient relations within our hierarchy top to bottom; it is an example of the incomprehension by management as a whole of rational, effective, progressive work and of supervisory personnel who were coming readily with time to adjust the machinery of operation and production, as complex as that of Seven Days, to the legitimate demands of its Top Management.

"Given the remarkable job of supervision turned in by Hugh Gauntlett, on Seven Days, a job carried out in full accord with his entire team and in close contact with the supervisor of Public Affairs and Director of News and Public Affairs, I cannot understand how it was possible for high places to come to the present decisions, decisions which sabotage Gauntlett's supervisory work, the spirit of the team which collaborated with his supervision and all the normal relations which used to attend the conduct of this program.

"Above all, I can neither understand the spirit in which general management took its decisions, nor the cogency of these decisions, not the completely erratic fashion which it adopted, to communicate that.

"Finally, permit me to add that the memorandum presented to you by my colleague Reeves Haggan, his supervisors and personnel, interests me to the highest degree. At the very moment in which we are committing ourselves to new lines of cooperation, it is essential that we know whether or not we can count on renewed interest of Head Office in Public Affairs, on the confidence which general management has in us, on the understanding of our problems, on the functional and harmonious relations, to be established with us to effectively develop our programs. The English Network Public Affairs memorandum leaves me profoundly puzzled on all this.

"If program personnel, programs themselves, and Public Affairs have any future at CBC, I do not believe that it will be in the spirit in which the re-organization of News and Public Affairs seems to have been affected, nor in the spirit of the means with which one feels one should order its operations.

"For my part, I would be very happy to have the opportunity of meeting with you and of setting forth my views at greater length. Until then, may I respectfully suggest both to you and to the Board of Directors that you marshal a necessary efforts and all the understanding of which you are capable towards a solution of this crisis, which can be so prejudicial to the best interests of this corporation." End of quote.

Our President told us here the other day that he "approved without reservation the large majority of the Seven Days shows". On the whole then, this program was agreeable to Top Management. Management was certain that the public had been well served by this program. It appreciated the general state of its programming if, on the other hand, it appeared to be in grave opposition to those in charge of Seven Days over some essential points and our President presented them to you.

My understanding is that, as I said earlier on the abstract level, this Top Management could do nothing else but rely on effective supervision to satisfy its legitimate demands, or cancel the program if it couldn't count on that.

To my knowledge, Head Office has not yet produced a single program!



## RESIGN?

After the presentation I've just given you, must I not in good faith not resign? That's for you to decide, a little! And for my management, a lot!

I would say no.

You see, we are too determined to share with our Top Management the far-reaching responsibilities of the trend and evolution of a sector of Corporation programming as important and decisive as Public Affairs.

No. I don't think that we ought to resign!

Because we believe ourselves capable of carrying important weight in the trend and evolution, and to renounce it would be cowardice on our part.

Because we have the sort of experience in this context and in the activities which we consider valuable to the Corporation and to the public because we care about the "métier" of Public Affairs, which it seems to us we have practiced for many years with taste, interest and talent.

Because resigning would be really too easy. If it had been necessary for me to think of resigning each time that I had a major disagreement with my regional or national Management or with Head Office, I would have already resigned a good half-dozen times.

Because in an enterprise such as ours, where it is so essential, so imperative to be challenging one another on all levels, resignation is really a sign of desperation when the Corporation is concerned. We have not as yet despaired completely, even if this crisis in Public Affairs seems to me to be the grave through which we have passed since I have been in this department.

Unless I find Management has truly given up on us, and indicates to us forcibly an intention of firing us, down the ladder of command, both in the French Network and the English Network.

I pray God that the spirit of the Council wafts a little over our Head Office.

(Translation)

Mr. PRUD'HOMME: Could we suggest adjourning for a little while so that we could meditate at great length over the spirit of this? I find it, all the same, a little difficult. I am willing to make a motion to this effect if someone wants to second me, that we adjourn until Monday night, due to the fact that we listen to the text for an hour and five minutes. I thank Mr. Thibault. It was very interesting.

(English)

Mr. LEWIS: Before we do that, I think Mr. Prud'homme has made a sensible suggestion.

Could Mr. Thibault inform us whether he has seen "Seven Days" himself?

(Translation)

Mr. THIBAUT: Have I seen Seven Days? Yes, I have.

Not all the programs, but I have seen it on several occasions.



(English)

The CHAIRMAN: Am I to understand that the Committee is of the opinion that we should adjourn now and take this up with Mr. Thibault on Monday evening?

(Translation)

Mr. PRUD'HOMME: This letter, Mr. Thibault, that you wrote to the President, did you receive a reply to it?

Mr. THIBAUT: Yes. It has not been tabled, no more than I tabled the telegram, except to the extent that I quoted the most significant passages. The reply from the President was to the effect that as soon as he found it possible to do so, he would be pleased to have a talk with me.

(English)

The CHAIRMAN: I wish to tell you now that there are copies, in both French and English, of the collective agreement of the Canadian Producers' Association in Montreal.

(Translation)

Mr. LEWIS: I don't think Mr. Thibault is a member of that Association, is he?

Mr. THIBAUT: No, I belong to management and only the producers belong to the Association, and perhaps, too, what we cannot yet call on our side executive producers, like Mr. Désorcy this morning. But at the supervisory level, at the departmental head level, there is no producers association. We are management staff. I think of myself as middle management.

(English)

The CHAIRMAN: Is it agreed that we now adjourn until Monday evening at 8 o'clock in this same room?

Some hon. MEMBERS: Agreed.

(Translation)

Mr. THIBAUT: If I understand correctly, I'll be here.

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**OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE**

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**LÉON-J. RAYMOND,**  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 14

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MONDAY, MAY 16, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESS:

Mr. Marc Thibault, General Supervisor, Adult Education and Public  
Affairs, CBC French Network.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,  
Mr. Asselin  
(*Charlevoix*),  
Mr. Béchard  
Mr. Berger,  
Mr. Brand,  
Mr. Cowan,  
Mr. Fairweather,

Mr. Grégoire,  
Mr. Hymmen,  
Mr. Leboe,  
<sup>1</sup>Mr. Lewis,  
Mr. MacDonald (*Prince*),  
Mr. Mackasey,  
Mr. Macquarrie,  
Mr. McCleave,

Mr. Nugent,  
Mr. Prittie,  
Mr. Prud'homme,  
Mr. Richard,  
Mr. Sherman,  
Mr. Stafford,  
Mr. Stanbury,  
Mr. Trudeau—(25).

M. Slack,  
*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Peters on May 13.



## ORDERS OF REFERENCE

FRIDAY, May 13, 1966.

*Ordered*,—That the name of Mr. Peters be substituted for that of Mr. Lewis the Standing Committee on Broadcasting, Films and Assistance to the Arts.

MONDAY, May 16, 1966.

*Ordered*,—That the Standing Committee on Broadcasting, Films and Assistance to the Arts be authorized to sit while the House is sitting from Monday, May 16 to Thursday, May 19, inclusive.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*



## MINUTES OF PROCEEDINGS

MONDAY, May 16, 1966.  
(25)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 8.05 p.m. The Vice-Chairman, Mr. Ron Basford, presided.

*Members present:* Messrs. Allard, Basford, Béchard, Berger, Brand, Cowan, Cégeoire, Leboe, McCleave, Peters, Prittie, Prud'homme, Richard, Stafford, Sanbury—(15).

*Members also present:* Messrs. Goyer and Southam.

*In attendance:* From the Canadian Broadcasting Corporation French Network: Messrs. Marc Thibault, General Supervisor, Adult Education and Public Affairs and Marcel Ouimet, Vice-President and General Manager, Network Broadcasting, French.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Vice-Chairman presented the *Seventh Report of the Subcommittee on Agenda and Procedure*, dated May 16, as follows:

Your subcommittee recommends:

1. That the CBC should not be requested to produce the minutes of the Halifax meeting of their Board of Directors.
2. That Mr. M. A. Harrison of the President's Study Group be called as a witness.

On motion of Mr. Prittie, seconded by Mr. Prud'homme,

*Resolved*,—That the Seventh Report of the Subcommittee on Agenda and Procedure be now concurred in.

The Vice-Chairman tabled the following returns:

- (a) Closed radio circuit talk by the President of the CBC on April 27th.  
(Identified as Exhibit "I")
- (b) Form letter sent by the CBC to people who protested about the Pope skit on "Seven Days" on October 3, 1965. (Requested by Mr. Fairweather on May 9th).  
(Identified as Exhibit "J")
- (c) Research report on audience panel reaction to the skit about Pope Paul's visit to the United States. (Requested by Mr. Brand on May 5th).  
(Identified as Exhibit "K").

- (d) Newsmagazine Interview with Mr. J. Alphonse Ouimet, President CBC by Norman Depoe.

*(Identified as Exhibit "L").*

*(Note: Copies of these documents were distributed to each member.)*

The Vice-Chairman read into the record a letter from the CBC, dated May 16, 1966, relating to the film material requested by the Committee.

The Committee examined Mr. Thibault on his statement to the Committee of May 12, and the witness supplied additional information concerning public affairs programming, particularly on the French Network.

On a question of privilege, Mr. Matheson advised the Committee that he did not write the letter to the Editor published in the Ottawa Citizen of May 1 under the signature of "John P. Matheson".

The examination of Mr. Thibault still continuing, at 10.00 p.m., the Committee adjourned until 11.00 a.m. on Tuesday, May 17.

M. Slack,  
Clerk of the Committee.



## EVIDENCE

MONDAY, May 16, 1966.

(8:05 p.m.)

The VICE-CHAIRMAN: Gentlemen, will you come to order.

The first item of business is the seventh report of the subcommittee on Agenda and Procedure, which was issued following a meeting last Friday afternoon. The report is as follows:—

Your subcommittee recommends:

(1) That the CBC should not be requested to produce the minutes of the Halifax meeting of their board of directors.

(2) That Mr. M. A. Harrison of the president's study group be called as a witness.

I would ask for a motion of concurrence in that report.

Mr. PRITTIE: I so move.

Mr. PRUD'HOMME: I second the motion.

Motion agreed to.

Mr. GRÉGOIRE: Mr. Chairman, when will it be possible for us to have the results of the program, "Seven Days" which were promised to us?

The VICE-CHAIRMAN: I have a statement to make on that.

I have a communication from the CBC to Mr. M. Slack, the Clerk of our Committee, which reads as follows:

Dear Mr. Slack:

Further to your request of last Friday about our progress in preparation of the "Seven Days" film material requested in the Committee's request of May 5, this is to advise that work has been going forward steadily on this and we expect to be able to submit at least part of the film material to you sometime next week.

I should explain that the project involves the collection and reviewing of a large quantity of material prepared for the program.

This letter is signed by Barry MacDonald, director of secretariat, and is dated May 16, 1966.

Mr. GRÉGOIRE: Then, that means next week?

The VICE-CHAIRMAN: Yes. Further to requests made in the course of the meetings I wish to table the following documents which were requested by members of this Committee: closed radio circuit talk by the president of the CBC on April 27; form letter sent by the CBC to people who protested about the Pope skit on "Seven Days" on October 3, 1965, requested by Mr. Fairweather

on May 9; research report on audience panel reaction to the skit about Po Paul's visit to the United States, requested by Mr. Brand on May 5; New magazine interview with Mr. J. Alphonse Ouimet, president, CBC, by M Norman DePoe. Copies of these documents are available for each member as they are now in the course of distribution.

If there is no further business I will call upon Mr. Allard to begin examination.

*(Translation)*

Mr. ALLARD: I have very carefully read over the statement that you made after having listened to it and I have a few questions to ask you as supplementary explanations. Can we say that the lack of communications and lack of confidence between management and the production staff of the CBC, preventing management from being better aware of the problems of production and has made producers somewhat indifferent to the problems of management.

Mr. THIBAUT (General Supervisor, Adult Education and Public Affairs, French Network, CBC): I might say that this is a very good question.

Mr. ALLARD: Would you say that you have any precise details to give us in addition to the statement you gave? Have you anything to add tonight? It seems to us that top management seems to have lacked regular contact with the producers. Yet management has a great deal of work to do, particularly in administration, it has a budget to analyze, to direct, to orient. On the other hand, producers are very eager to create, to produce each day. Are there any remedies? Would there be any means for both levels to be in more direct and more successful contact?

Mr. THIBAUT: I will just give you a very short answer—no, I will give you a long answer and you can stop me if you find it too long. I think that you are raising the essential problem here. You will realize that you are discussing the problem of public affairs with all that implies within the corporation. You will realize how complex it is to set up CBC programs. In fact, everything revolves around that essential difficulty of managing and producing at the same time. When you refer to top management or to headquarters, I believe that in this kind of Corporation we are working in you are facing administrative problems rather than program problems. There is a lot of work to do as far as the essential policies are concerned, and you are in a rather unique situation in that the more administrative you get, the less I believe, because of a fundamental option, the less you are actually dealing with the programs you see. Will you allow me to go on a little further into this? I can say that I, myself, have made a choice, a fundamental option. I believe I can say here that when I was reorganized, management got in touch with me, asking me to take a higher position. I can say that I refused that higher position—I refused it because I wanted to be essentially dealing with programs. If I stay in the CBC, first of all, I want to work until I retire as a program man. Why do I want to be a program man? Because I am sure that the higher I go in that hierarchy, the more I lose contact with programs. If I go higher I deal with other problems—and in the end, though I will be dealing with programs; at least indirectly, my immediate concern will not be with the program itself.

Mr. ALLARD: Will there be a lack of liaison?

Mr. THIBAUT: The very definition of the function is at stake here. The program man has a very specific job. You have to be a program man to really feel it. That really is the reason why you are in the Corporation at all. The higher you go in the Corporation, the more you feel it. I will forget my position as a program man. I will give you a more specific example of the level at which I operate. I have to deal with many problems of very many kinds, administrative, operational and so on and so forth—personal problems also, though I am sorry I have to spend so much time on those and that I am not free enough from all these jobs to work directly enough with programs, in direct co-operation with the people under me. I can see their difficulties, their problems, their troubles but I am not sure that I can really direct them. Here you are in a very paradoxical situation—I admit it. You will be producing cars, for example, well you are going to think about this car and you will think mainly about that all the time, and you will have this throughout all the links of the operation. Speaking as a program man in the CBC—and I have been working there for ten years—I feel I can say that he is now getting beyond our reach. We are not as sensitive as we used to be to the program man, and so far as I am concerned, I am quite worried when I realize that my sensitivity as a program man is sort of dwindling away, and that I am becoming more and more an administrative man. I have to discuss budgets, I have to discuss operations, I have to discuss technical facilities which were either well or badly used, and these are in the main essential administrative responsibilities. As Head of the Department I have to deal with this, but I would like to operate as much as possible at the level of production and programming. I try to free myself as much as possible from my administrative jobs, rely on the co-operation of my administrator so as to give more attention to program matters. Is my answer clear enough?

Mr. ALLARD: Yes. So that we might improve confidence and efficiency, would it be preferable for the French network administrative centre to be established in Montreal rather than in Ottawa?

Mr. THIBAUT: There is something about that in the Fowler report. I think this could improve the situation, but it could also deteriorate it. So far as Headquarters is concerned—this was mentioned in the Fowler report—it is now set up in that building, remote from program realities. I believe Head Office has a great essential concern, to be physically remote from the program man, so that it would not seem to sort of step into his backyard. Indeed our General Manager M. Marcel Ouimet said it himself, I believe. Let us have the Head Office in Montreal. You will have a different kind of problem—alright, it will be in Montreal. It was in Montreal and there were other problems then in those days. Perhaps you are aware of these problems. There is also Toronto. What will be the relationship between Montreal and Toronto, if you have your Head Office in Montreal. I cannot give you an answer to that, but to me that is not an answer to our problem. The Head Office should be aware of its responsibilities and the program men too, at the various levels of the organization; they should be aware of their conception, their responsibilities, as distributed between the various levels and performed in a responsible way by the various levels.



● (8:15 p.m.)

Mr. ALLARD: Well defined responsibilities?

Mr. THIBAUT: So far as I am concerned, what the CBC lacks in a very big way is a good definition of responsibilities. What we want is an awareness of the practical reality of the function.

Mr. ALLARD: Is it true, Mr. Thibault, that for programs of the same type the same calibre, management spends less on the French network? I am referring for instance to the program "Sextant" and the "Sixties" on the English network. Are you aware of the budget?

Mr. THIBAUT: You had an illustration of this the other day from Mr. Désorcy. You had a report which was about the budget of "Sel de la Semaine" versus "Seven Days". It was I believe, what was it—was it more or less, what was it, one third, slightly over one-third?

"Aujourd'hui", on the other hand, is a daily show. You do about two "Seven Days", with the "Aujourd'hui" budget. According to what Mr. Ouime said, the programs in the French network are half as expensive as the programs in the English network, which are in turn five times cheaper than the American ones. Why? There are very many reasons for this situation—I do not say I approve this nor that it should be such, but I do not say either that we have not progressed a lot on this level. We have certainly moved forward. There was a time when we thought "opera mea itinera—my job is to travel", was just for the English network, but actually the French network managed to get the means, to broaden its activities. I am thinking of the first "Premier Plan" series, for example. We managed to obtain more considerable means. It is true that our budgets are still a bit too tight, and they are lower than the English network.

Mr. ALLARD: You did mention on occasion in your statements the fact that you had met with Mr. Haggan who is your opposite number on the English network. Could you tell me if occupying two identical positions, one on each network, your contacts, your dialogue, your relationship has been a continuous one or otherwise?

Mr. THIBAUT: First of all, I must say that for two years I supervised the show "Aujourd'hui". I was the director of the service for a number of years when it was suggested we have a large magazine kind of show relating to public affairs. I started as a supervisor for this show. After six months I was aware that we had much more to do to make this a success and to establish it well, so I worked as a division head, as a supervisor, relying on the cooperation of my assistant, Mr. Jean Blais, now a TV supervisor.

I did have to make a choice. My experience as a producer was so fascinating that I decided to be a supervisor, so I worked for a year and a half in that role. With the cooperation of the other people with me, I think I made a success of it. Jean Blais was called to higher management duties in Montreal with reorganization and I was allowed by management to return to supervisor duties. This is to explain that for two years, I was not in touch at all with my English colleagues. Moreover when I took over the service last July, a few months elapsed before we started really going into things. In my memorandum I mentioned the relationship between the French and the English network, the relationship which can enable you to see to what extent we were trying—to



great extent, with stimulus provided by Head Office which was very interested particularly in the programs for the Centennial—to have bilingual series. I have gone into that, and that is what I explained in my text. It seemed to me this would be very fruitful, very profitable. You will say, well this is strange. You have worked for 20 years, and you are discovering one another? Well it is strange. Actually we discovered one another. We shared, we put in common a conception of co-operation between the two networks which is quite different from the ideas of Head Office. At Mont Gabriel we arrived at that project we heard about later on, “Quarterly Report”, and this was where Pat Watson was after “Seven Days”, next year. But please refer to the 3 or 4 pages of my memorandum which deal with this matter; this will give you at least a partial answer.

I was wondering whether I should speak on ad infinitum? I would like to tell you as much as possible, but I would not like to prevent you from putting all the questions you would like to put to me. If you really feel at times that I am going on a little too long, that I am beside the point you really should tell me about it.

Mr. ALLARD: One last question—I would like to ask you a last question. I do not know whether this question is relevant at this point. You are perfectly free to answer or not. The employees of the French network of the CBC are union members, are they not? With the cooperation of the NCTU, some groups of them at least are trying as a proper bargaining unit. They did not obtain this from the National Labour Board. Do you believe that the employees of the French network of the CBC, have problems different enough from those of their opposite numbers on English network, to justify distinct negotiations? Can I direct this question to you?

Mr. THIBAUT: May I be allowed not to express an opinion on that score.  
(English)

The CHAIRMAN: Mr. Allard is not pushing it.

Mr. PRITTE: Mr. Thibault, I want to ask you a question about one of your statements. Most of your statements are quite understandable, but I have a question about one here. I want to read it to you. It appears on page C-8 of the English version, page 35 of the French version. It reads as follows:

Head office should be concerned instead with providing its supervisory personnel with adequate means with which to evaluate its programs, better know its audience and hence serve it better. Otherwise, we are too often reduced to hypotheses and ours are worth as much as those of head office, or vice versa. But who then shall decide in that case? Authority? I leave it to you gentlemen to answer this question.

Whom do you mean by “authority”, Mr. Thibault?

(Translation)

Mr. THIBAUT: Actually here I am talking about a whole concept of authority which seems to me absolutely inadmissible in a Corporation such as ours. Authority, as I define it, takes a capital A. It is an *ex cathedra* authority, an authority which speaks because it is Authority, one which can impose a

decision, which is neither understandable nor communicable. You see, here we are really facing a fundamental problem. I am not against authority in corporation. On the contrary, I believe those who are against an authority in corporation, would destroy us. We all have our own responsibility—we need authority, from the Head Office to the producer. But this, for me, is negative. For me, this is something which I cannot understand. In other words, authority should be exercised within established structures, according to well defined functions and in continuing contact with responsible persons at the various levels. This is a very complicated matter. It is not a simple notion to which you refer as if it were an authority coming from God, one which implies immediate consensus. Do you understand?

(English)

Mr. PRITTIE: You have made it very clear throughout that you think the management should appoint well qualified supervisors in public affairs and let them look after programming. Is that right?

(Translation)

Mr. THIBAUT: I would not be as absolute or as definite as you are, but I am quite close to your thoughts, because authority, I repeat, is shared, is distributed. Authority is not unconditional and is not inconsiderate.

(English)

Mr. PRITTIE: But one of your complaints throughout has been that there has been a shortcoming; that the head office has not left the supervisors to do the job that they should do and to exercise their judgment properly. This is a fair summary of your views, I think.

● (8:30 p.m.)

(Translation)

Mr. THIBAUT: I would say maybe, possibly. I would like to go into more precise shades of meaning. But that would take too long.

(English)

Mr. PRITTIE: I had to summarize somewhat from the brief.

May I ask you a practical question which the management of the Corporation probably has to face? When you do controversial programs, there are complaints, complaints heard in the House of Commons and complaints from the public who telephone in and who write in. These complaints are directed generally to the president of the Corporation and the vice presidents of the networks, not to yourself or Mr. Haggan, I should imagine, as people do not know who you are. What attitude do you think that the management of the Corporation should take to such complaints, should they say: "This is not our affair, this is the responsibility of the supervisors?" How should they react to complaints which they receive about controversial programs?

(Translation)

Mr. THIBAUT: This is a very big question indeed. First of all, we should admit that the reactions occur at every level. You have some at Head Office, you have some at News Services, you have some at the supervisory level, you have some at the actual production level. How then can we be made aware of

these reactions. I have not found very many answers to that big question. I have read several answers given by the president himself, and which are satisfactory to us in the Corporation. I read then over again in the train this evening. He did so very well after representations were received from 80,000 women against "Seven Days". The President spoke at the Women's Club in Ottawa. The speech bears mainly on this: it states how complex is this reaction. It is very difficult to see clearly what is going on—we do not have the means to see clearly what is going on. You have a hundred telephone calls after a show with 500,000 viewers. What does it really amount to? Are we able from there to project? To know what these 100 telephone calls represent? One tenth or  $\frac{1}{5}$  of the public reached—we do not know. You are dealing with a whole complex of widely diversified reactions from very different social strata. In the metropolitan Montreal area you can have reactions from the housewife, from the man in the street, from the intellectual who will react, from the representative of an Association. What are the common factors which will enable us to see clearly what is going on? I must say I am completely lost in my own program. For quite a few years, we have been asking our management, please give us the means to know the situation, the means to see the situation clearly. This costs a lot of money, I know, to implement, but in a program operation, it is important to spend money to be able to really reach the public, to communicate with it. We are to evaluate public reaction to a program. This is an essential question we should be able to answer. Generally, we have limited surveys, sporadic work, partial work, which enable us to sort of cut slices here or there in a vast public and analyze these. To give you an example: we made a study of our teenage viewing public. This was very useful to see how we could really communicate with that public to know if we were going too far, whether we were really contributing something to them or not.

(English)

Mr. PRITTIE: I realize it is a very wide question, but I was trying to deal with a practical problem which management has, namely, complaints.

You have asked for more responsibility at your level to run your department. You are willing to take that responsibility and answer for what you do on the programs under your direction; is that correct?

Mr. THIBAUT: Yes.

Mr. PRITTIE: May I ask you this: Do you think that the head office are too sensitive to complaints and criticisms which they receive from viewers, or from Parliament, about particular programs? Are they too sensitive?

(Translation)

Mr. THIBAUT: If you ask about Parliament it is a completely different thing. Are you asking what the reaction of Parliament is, or what the reaction of the public is? In Parliament there are politicians and you are asking me something which implies an answer.

(English)

Mr. PRITTIE: I am not speaking of the recorded views of members of Parliament by legislation or by motions; I am speaking of when a member gets



up and complains about something which has appeared on a drama program such as "Festival", or a program such as "Seven Days". Again I notice that in the article by Sir Hugh Greene he has a section entitled "Independence and Pressure", and this is what inspired the question. Do they worry too much about complaints?

I will pass to the next question: The president has said that the CBC has a point of view. It has seemed quite evident to me, throughout your memorandum, that you do not agree with that. You have mentioned that radio and TV are altering "forces", and you have a section entitled "Our 'Editorial' Character

(Translation)

Mr. THIBAUT: Where are you at?

(English)

Mr. PRITTIE: You have a section entitled "Our 'Editorial' Character."

(Translation)

Mr. THIBAUT: I want to find my own text. What page are you at in English, Mr. Prittie? This translation was done rather quickly so I think the number of pages is a little out.

(English)

Mr. PRITTIE: Almost the same thing. You have mentioned—

Mr. THIBAUT: Yes, "Our 'Editorial' Character," on page 5.

Mr. PRITTIE: You quoted Sir Hugh Greene. You said that the CBC should sometimes be ahead of public opinion. This means to me that you cannot do these things and be completely objective. You yourself have said that you make a choice of programs, make a choice of subjects, make a choice of people to present these, and this is all editorializing in one way or another.

I am trying to equate this with the president's statement that the CBC has no point of view.

What I am trying to find out is what is the best way to handle this type of editorializing in the future. Should the Corporation operate somewhat along the lines of newspapers which have columnists and who say "These are not the views of the newspaper. These are the views of Walter Lippman," or somebody else.

It is difficult to phrase the question precisely. They want to be objective in their news broadcasting. With regard to news broadcasting, I think we would agree with that. But in the magazine type of program they want to editorialize. Do you think they should editorialize? Who takes responsibility for the editorial opinions? Can the Corporation disclaim responsibility by saying "These are not our views. These are the views of 'Seven Days,' or 'Le Sel de la Semaine,'" just as a newspaper would say "These are not the views of management. These are the views of this columnist whom we have hired."

(Translation)

Mr. THIBAUT: First of all, if I express myself correctly in my brief, I do not claim that the CBC had to have editorials all the time. In public affairs a



the news services of the CBC, I did not claim that they had to be basically editorialistic, and I went to great lengths to show that there is an indirect editorial character which only deals with choice of subject or choice of guests, orientation of programs and so on. I also showed how we had reached the point where hosts are now free, as well as certain types of subjects, not all subjects. Thus, on capital punishment, which was debated in Parliament, I cannot see us taking an editorial stand on that matter. Parliament was dealing with that very question. Members of Parliament are dealing with this whole problem put before them as politicians—I cannot see the CBC's getting into the act for or against capital punishment. I think that what is basic here, fundamental, is to reflect the discussion which takes place in Parliament, where precisely our politicians are trying to see the whole matter clearly on behalf of their constituents. What are we going to do then? We are going to organize panel programs, documentaries, we will try to show the pros and cons of a problem of this size. We will try to deal with aspects of the question, and then if the public at the end of the line, can derive some benefit from it, so much the better. In other words, there are limits to the editorial character of our undertaking and even I spoke of the editorial aspect, of the evolution of our corporation—the President himself arrived at this—I want to be quite clear on this point—I meant to say that we must never fear to show our modern society as it is, even if it seems disquieting or disturbing, we must never fear to face new ideas and attempt new methods. Precisely, taking such basic options as these, we then become editorialistic. We cannot get away from it. Indeed, we are running the risk of becoming the *avant garde* element of thought. Very often it does not go very far, mind you, but all the same it is there. Am I being understood, Mr. Prittie? This seems basic to me. I wanted to give you in detail my thoughts on this because if I left with members of the Committee the impression that I was claiming that the CBC was necessarily editorialistic within all its activities, be it news or public affairs, that impression would be entirely misleading. I do not think, however, that my brief does give you this impression.

(English)

Mr. PRITTIE: We have been given quite a number of documents, and you have probably had them yourself. One is entitled "Political and Controversial Broadcasting Program Policy No. 65(1)," and another one "Program Policy and Procedure in the Handling of Satire," and another one "Program Policy and Procedures No. 65(6), Public Affairs Programming—The Host and Program Personalities," and another one "CBC Public Affairs Programming. Summary of Objectives, Principles and Organizations."

Can you operate the way you want to, and do the kind of programming that you think you should do, with these statements? Are they sufficient for your purposes, or do you think they need modification in order for you to do the kind of public affairs broadcasting you think you should do?

●(8:45 p.m.)

(Translation)

Mr. THIBAUT: You would have to go back a little bit over this type of policy and the type of instructions we receive. In my brief, I showed that policies are inspired from the bottom, as is normal. Progressively, you begin

with hiring the hosts, right on site here. In practicing their own trade, they are brought in to such an extent that they modify the traditional concept of what we originally thought hosts should be so that management, in the long run, will finally have to sit down and say: "Now, what are we doing? We are going so far with this, or perhaps it is time that we did go so far." This did not happen very often, of course, but we could then, theoretically, have to come to a decision with Head Office. It has happened that some directives, before the final publication, were given to me by Mr. Hallman or Mr. Bennett, his assistant, and that I had the opportunity of discussing these principles with him first. Now, of course, you will agree, I am sure, that these principles have to be interpreted. You are not here with such rigid ones that you have to say that two and two are four, and there is where you draw the line. You are in a tremendously mobile field of activity in which there is a great deal of latitude. But what I am concerned with is the spirit of the directive, and here, I think, is where we can work. From the time when you agree on the spirit of a directive given, let us say, just as the principles on hosts, which you know very well, I would not want Head Office, seeing us put this directive into practice, say "no, this was never said, it never existed." On the contrary, it did. The role of the host was liberated more and more progressively, particularly in public affairs and in the magazine type of programs. They played a tremendous role in here. And why did we go this far? Precisely because at one point we discovered that public affairs had to become dynamic, had to become a living thing. It was time to get them out of the dust or the traditional concepts of neutrality, objectivity and impartiality. We were in a rut and they were preventing us from evolving in relation to private enterprise, which, as you know, did not fear hiring hosts and having them give a personal expression of their own ideas. And when they were on mike for an hour or two, five days a week, they were able to express their opinions on all subjects whether they knew about them or not. And the ratings proved they were so popular because of this privilege that was given to them! We, beside them, looked like poor relatives with our neutrality, impartiality and objectivity. I think that I am summing up the evolution of our problem as well as I can.

(English)

Mr. PRITTIE: All right. It is the attitude and spirit.

Mr. THIBAUT: Yes.

The VICE-CHAIRMAN: Mr. Prittie, I should warn you that is your last question.

Mr. PRITTIE: And the written policy is directed.

(Translation)

Mr. PRUD'HOMME: Mr. Thibault, excuse me, but is it really going that bad in public affairs at the CBC? It might be a trite question of course.

Mr. THIBAUT: Your question is not that trite, but I really cannot answer it.

Mr. PRUD'HOMME: Is it not in the very nature of things that these conflicts between Public Affairs and those who direct them—

Mr. THIBAUT: I do not believe I said so in my memo. I have said that Public Affairs have had a hard row to hoe. That is true, but that is the very nature of things. How do you say it? It is the turmoil of matter, or whatever it is called. That is the very definition of Public Affairs. I can understand, of course, the difficulty. I have been head of that service over the last ten years. You know as well as I do that it has been said of us that we are socialists, communists, independentists, avant-guardists, separatists, and what have you. Now, these charges, as you can well imagine, have come from the outside, and of course, the Head Office had to face them. I think it has faced them generally in a rather courageous fashion, but, curiously enough, once management had faced the music one way, it turned right around, of course, and came right back at us, and these two attitudes are entirely different. And at this point—that is, over the last ten years that is exactly what has happened. To me this is a normal state of affairs. I am not unwilling to challenge management, and I do not think management should mind being challenged in this way. I should hope not, at least. I do not think we should have to face yes men right up and down the administrative ladder in a concern like ours. If this were the case, I think you would be having pretty unpleasant surprises. I feel that at each level of responsibility we should have challengers. That is essential. This is what has happened over the last ten years, exactly. Before I was there, you had Raymond David at the head of the Public Affairs Division. Raymond David has now become assistant to Mr. Ouimet. He has a very responsible position indeed, now. Personally, I have heard some charges levelled against Raymond David; naturally, there were very, very pungent questions put about the type of nationalisms he practised, it was wondered whether he was an independentist, more or less, but there is nothing shocking about that. I think we can put questions to each other within the corporation. This is perfectly healthy, even basic. After all if we did not do so, we would have a complete organization made up of roots.

Mr. PRUD'HOMME: Consequently, if everything went well, then Public Affairs would drop.

Mr. THIBAUT: I do not quite get that.

Mr. PRUD'HOMME: I am coming back to this conflict at Public Affairs. I come back to this because of the possibilities it offers. It is normal that, on the one hand, you would admit that management at Head Office, as you call it, is trying in every way possible, as any management in any undertaking, not to cause too much trouble.

Mr. THIBAUT: I would not say that, Mr. Prud'homme.

Mr. PRUD'HOMME: Give me your opinion. I am asking you to. I want something clearly established before I continue questioning you. I am not giving you my personal opinions; I am asking you questions. Do you understand?

Mr. THIBAUT: I understand.

Mr. PRUD'HOMME: Because when I am speaking, just as you did, about avant-guardists, these are just questions I am asking you. That does not mean to say that I am for, against, or anything else. It is not important. However, the members of the Committee have to be impartial. They are not supposed to be



biased. Not for management, and not for those who are appearing before us either. We have to try to be objective. I admit, of course, it is quite difficult for some members of the Committee, just as it is for myself. But this is what I am trying to do in my questioning. I think you see that there are grounds here. I think you think there is any interference, that there has been interference by federal politicians in Public Affairs at the CBC, in your own past or present experience?

Mr. THIBAUT: Well, listen, now. You did mention federal political figures?

Mr. PRUD'HOMME: Oh, yes, federal. I am sticking to that.

Mr. THIBAUT: Well, as far as I am concerned, I must tell you I have had no personal experience of interference from federal political figures. When you speak of interference, I have reference to clandestine interference, to attempts at exerting occult pressures to eliminate certain subject matters from the timetable, or to eliminate certain types of guests. No, I have had no personal experience of anything like that. As far as that is concerned, there is only hearsay evidence, and I do not think I should repeat that here. However, there is something more important than that. There is the very frank reaction of political figures, of people who belong to political parties or to political associations. Reactions to such and such an item, which leaves them unsatisfied. I will give you examples of that. I have taken rather complete notes and will give examples. Mr. Wagner and the anti-riot truck. We had taken a week to prepare our series of "Aujourd'hui". This series of course, did not please some people and more particularly, did not please Mr. Wagner. However, that was an official reaction emanating from a political figure, who was a citizen like everybody else, and who has the right like everybody else has, to criticize public concern like the CBC. I have no complaint at all about that. I think it might surprise you there, I am all in favour of it. Let Marcel Prud'homme one day say that he does not share the views expressed here or there; I think he has a right to his opinion and I must respect it, I must consider it, and management must consider it too, but that is not what concerns me at this point. What concerns me is the reaction, the reception afforded to that type of intervention. Here we have very serious problems indeed. As you see—and I speak here with all due respect for you Members of Parliamentary Committee,—I really think that the politicians who speak their mind have every right to interfere. I am not speaking of clandestine interference, I am against all that. But if the day comes when clandestine or occult interference has results, I think there would be something rotten there. I think you will agree, but I am ready to challenge this other type of direct intervention. I believe that management should be ready too to challenge it along with me. I put, however, some questions to myself and my staff. I had some ideas on the subject. We wonder how management really faces up to this type of direct challenge. Now I should say this, that we are never quite sure if there has been clandestine political interference, as I define it, which would explain an intervention from management. We really do not know about that, but if the interested parties communicated with us as the newspapers, as Bona Arsenault did. Mr. Arsenault sent an official telegram, and here I share the views of political politicians whom I



attacked. I am not particularly flattering here for provincial politicians, but in any case, we are dealing with lobbying at large.

Mr. GRÉGOIRE: You are speaking just of Liberals here?

Mr. THIBAUT: In this instance there seems to be no real problem, but the problem is the way in which, within the top management of the CBC, the friction will come. If there has been no communication of that type outside, we hear about these things through hearsay. We can check it through or we cannot, and then this introduces a large number of complications. In the past, as you know, we had to face a large number of charges, of various types, we were accused of everything under the sun. We were said to be communists, leftists, separatists and what have you. Charges were levelled at us from every quarter. And they came from politicians among others. And closer to us of course, there were charges and accusations of being union members, of being nationalistic etc. All these came about in the same way. Consequently, as I said a little while ago, when it comes to taking a stand officially, head office and top management give us the impression that they can look after themselves pretty well. Thus I saw in one of the speeches from Mr. Alphonse Ouimet something which bears directly on that point. He stated that if you see a separatist once you feel you have seen him ten times. Of course we are dealing with separatists, more particularly. But it is inside—after we have been publicly vindicated and the disquiet occurs. Considerable disquiet. We have the impression that there is panic at the slightest political protest. Just as if each time, perhaps, we were at fault. And here I am giving you the impression that is communicated throughout the whole undertaking. Does head office in this context feel insecure because of an error, because there are errors made? We make mistakes just like everyone else. Just as if we had sinned against dogma, just as if error could not be corrected, or was to have permanent consequences. Then we are in disagreement, sometimes because of the grievance that has been communicated to us, and here the best example I can give you is that of Bona Arsenault.

9:00 p.m.)

Mr. PRUD'HOMME: You were talking about a subject that was debated—let us say, capital punishment—in the House of Commons. It seems to be in complete contradiction of . . . or rather more in line with what Mr. Haggan said, rather Mr. Leiterman. I would say yes, but there I think we just favoured one side more than the other. You might be surprised, but I did vote for abolition of the death penalty. But there seems to be a contradiction here with the English network, which deliberately chose abolition, and this seems in contradiction with what you have just said.

Mr. THIBAUT: I believe there is no definite dogma for different reasons, maybe because the population is sensitized to these problems, but there are no pretensions to be made, we do them ourselves. I can be mistaken also when I tell my personnel, we do not like editorials on that subject. The MPs have to decide, a time has come for us to speak to them as we did in this show. Mr. Grégoire was part of it which was quite open about the position to take. We did not specifically—we asked people to talk so that we could show the Parliament, positions which were not partisan positions. Positions which were taken vis-à-vis that question in the Parliament. I agree with that, to the best of my

knowledge with the collaborators we agree with that, for reasons but we go to the English network, and you will have a different interpretation, which might not be a bad one actually.

Mr. PRUD'HOMME: Perhaps it is a different way that they have of looking at it?

Mr. THIBAULT: But I do not think we can really judge that. If you want to know what the voters thought about this problem; we are just trying to get the opinion of people, it is not always possible for everybody to do it. We should not send a team to work on this, to get conclusions, so we can have editorials on this subject. I will give you another example of editorials in this regard. I think it is even a better example than capital punishment. It was after the President's statement expressing concern about our dependency on the United States—from the economic point of view. That is a good idea for Seven Days, by the way. We could make an editorial on this, though we would be going against 30, 40 or 60 per cent of public opinion who were favourable to annexation or to joining the States, I believe. Am I answering your question? I want to know that?

Mr. PRUD'HOMME: Yes, I am satisfied, but before asking my next question would like us to understand each other following the statements of last Thursday, on the fact that there are questions we have heard, that we have felt necessary to put...

Mr. THIBAULT: Do not worry, do not worry I understood you.

(English)

The VICE-CHAIRMAN: I wonder if we could avoid a debate between Mr. Prud'homme and Mr. Thibault and just have questions and answers.

Mr. THIBAULT: For me, there are other dates.

Mr. PRUD'HOMME: Have you any comments to make to the effect that the French network of the CBC and I will not use the word "infest" this time, infested because it was a very bad choice of words—is supposed the centre of the independentist thought?

Mr. THIBAULT: Mr. Prud'homme, I am very glad you are asking me the question. I must say though that you can imagine it is not the first time I have been asked this.

Mr. PRUD'HOMME: No, I know.

Mr. THIBAULT: In my own office I remember very well we had very serious discussions on this subject. The position taken was always the following. There are men who can be independentists can be socialists, can be creditists, liberals or conservatives. Let us suppose that due to circumstances, we should have within the CBC a sort of determination, such as the one which was alluded to, what I care about—and I must say I am not a separatist—speaking as the head of my department, is that activities in my service should be politically inclined, I think they should not be pro or con they should not be involved in one direction or another, they should be well balanced. Sometimes separatism is one of the problems which agitates public opinion to a very great extent. Sometimes the CBC has—well, I would like to discuss that again. Even if the CBC takes

responsibilities, even if it works as a promoter of national unity—I do not believe this at all, I will talk about it later. The CBC is a national service, it sometimes has to serve the whole country, the country at large. It serves the whole country in both languages. It should cover the whole country as much as possible and deal about all the problems. For half a dozen years, there was something called the quiet revolution, and, within, this, as a subsidiary effect, separatism. The CBC French network public affairs has not gone too far in reflecting that reality. It was a challenge to us. We tried to evaluate what we did, but to be quite aware of the fact that in such delicate questions on such controversial questions, a responsible supervisor should, in his program, attempt a well rounded interpretation of events. I was not a supervisor by the way: I was working for “Aujourd’hui”. On the 9 of April, 1964, I received a memo from Jan Blais who was the head of my department when I supervised “Aujourd’hui”. He had sent a memo to the top management on this subject. He said, will you allow me to quote this?

Mr. PRUD’HOMME: Could I ask you to table the letter?

Mr. THIBAUT: I do not object, I will table it. Sorry, Mr. Chairman, I would like to ask you one question. This is the first time I table a document. Do I have the duty or the right to table this document now, or should I abstain and just quote it?

(English)

The VICE-CHAIRMAN: The practice we followed in the past was this. If the document was the propriety of the witness he was free to table it, but if it was a corporate document we asked the Corporation, as a matter of courtesy, whether they had any objections to tabling it.

(Translation)

Mr. THIBAUT: You say it is a document which belongs to us, but as supervisors we do not have any documents which belong to us. This is the document of Marc Thibault who is supervisor of public affairs, it is a document which is for the management. It is an internal document, it is not a personal document, it is a confidential document, it is an operational confidential document. Thus, am I allowed, have I the right to table this document?

(English)

Dr. P. M. OLLIVIER (*Law Clerk and Parliamentary Counsel*): Mr. Chairman, in a case like this I think you should have the consent of both parties. It is possible the administration might have objections to that, if it is a working document.

Mr. PRITTIE: Mr. Chairman, we have had confidential documents entered. There was one, 65-6 concerning program policy. But, I agree we should consult beforehand.

The VICE-CHAIRMAN: Quite obviously, the document Mr. Thibault wants to quote from is a corporate document. I would ask him to leave this until we can obtain the advice of the Corporation with regard to it.

Mr. OLLIVIER: Of course, since it has been referred to and cited, the Committee has the right to have it produced even if both parties refuse to



produce it. But, I think the Committee should take note of the fact this is corporate document and it would be more proper to have the consent of both parties to the production of it.

(Translation)

Mr. THIBAUT: Mr. Chairman, I have another question to ask. The document I mentioned, is a document which in fact constitutes an evaluation, rather definite evaluation vis-a-vis the separatist movement. We had this evaluation made by our Secretariat which shows us how we invited over period, a given number of guests, so-called separatists, or belonging to the separatist movement, related to the separatist movement.

(English)

Mr. BERGER: Mr. Chairman, could you have Mr. Thibault check with the CBC to ascertain whether or not this document could be tabled, perhaps on gentlemen's agreement.

The VICE-CHAIRMAN: This is what I have suggested. Mr. Prud'homme, your time has run out.

Mr. PRUD'HOMME: Mr. Chairman, I have one last question to put to Mr. Thibault. I think we should consider the length of time given to both sides. We have had only three or four questions up until now. Would you permit another one?

The VICE-CHAIRMAN: Well, with leave of the Committee I will permit you to ask one more question. Has Mr. Prud'homme leave of the Committee?

Some hon. MEMBERS: Yes.

The VICE-CHAIRMAN: Proceed then, Mr. Prud'homme. But, before you proceed, I would caution the witness that some of his answers have been somewhat long. I do not want to limit him in his explanations or in what he feels the Committee should have before it but I would ask him to bear in mind that his answers have been a trifle long.

(Translation)

Mr. PRUD'HOMME: You are the immediate boss of Mr. Désorcy are you not? On any important matter, he refers to you, does he not?

Mr. THIBAUT: He refers, Mr. Prud'homme, to the program supervisor, Mr. Lebel.

Mr. PRUD'HOMME: Jean Lebel is the Haggan of "Seven Days" and Désorcy is Douglas Leiterman's opposite number.

Mr. THIBAUT: I deal with Jean Lebel.

Mr. PRUD'HOMME: The fact that the Premier, the Honourable Jean Lesage this morning refused, I think, to appear on the "Sel de la Semaine", and the "Rencontre".—

Mr. THIBAUT: This was published in the papers, Mr. Prud'homme.

Mr. PRUD'HOMME: No, it is what I heard this afternoon, but the fact that he has refused, I think by telegram, but here I am not too too sure—this morning,



participate in "Sel de la Semaine" and "Rencontre", does this not reflect the malaise which seems to exist in Public Affairs. Are you aware, first of all, of the refusal of the Honourable Mr. Lesage?

Mr. THIBAUT: Yes.

Mr. PRUD'HOMME: Which means to say that the communications are at least as good there. They seem to go well there.

Mr. THIBAUT: Yes, fast.

Mr. PRUD'HOMME: Could you give me your own personal opinion?

Mr. THIBAUT: I could say that Mr. Jean Lesage had his conception of public affairs, and CBC has its conception of his role vis-à-vis himself in Radio Canada. Maybe I do not share his conception.

Mr. PRUD'HOMME: So I think that the most important aspect of this is that you think that in the course of an election campaign, just as the one now going on in the Province of Quebec, the Premier or even a party leader, but foremost a Premier, should be put over a period of time, on the same footing as all other party leaders, whether it be the RAN, the RN, the UN, the Conservative party, or on the other hand, should not the leader of the opposition alone be considered to be his equal. That is one idea.

●(9:15 p.m.)

Mr. THIBAUT: This is a serious question, Mr. Prud'homme, and I believe I could spend a few minutes on an answer to it, but I am sure I cannot answer it completely. First of all, so far as I was concerned, we decided on a way of apportioning free time between the various parties. The RAN and the RN have three periods on TV, the Union Nationale and Liberal party have six periods each. By tradition we have always operated thus, and have had this free time on the air for the parties, but for very important reasons, as far as I am concerned, for everyday programs we try to have representatives from the various parties, party leaders or their representatives, in turn. They have equal opportunities to appear on what we call TV encounters. We have four encounters, as we did during federal elections. We organized four such half hour programs within our regular schedule. We are not dealing with free time here. We put these half hours at the disposal of the parties on a strict fair play basis. Everybody was in the same position.

(English)

The VICE-CHAIRMAN: Mr. Prud'homme, order. You have had almost half an hour now and, with your permission, I will put you at the bottom of the list.

Mr. Grégoire, would you proceed.

(Translation)

Mr. GRÉGOIRE: Mr. Thibault, I was having a discussion with certain CBC producers some time ago, and I was told that 72 per cent of the budget of the CBC was devoted to administration, and 28 per cent to programming. Do you think that this is a normal proportion and a logical one for a TV network? 72 per cent of its budget devoted to administration, and only 28 per cent to programming?

Mr. THIBAUT: I would rather have the Vice-President and General Manager answer this.

Mr. GRÉGOIRE: Maybe he can answer for the administrative side, but I cannot answer for programming. But you who are in programming, do you believe the production budget is sufficient as compared to the budget for administration?

Mr. THIBAUT: I should have surveyed that very very carefully, but I have not done so.

Mr. GRÉGOIRE: Do you feel that the programming budget is adequate?

Mr. THIBAUT: It all depends upon the view you take.

Mr. GRÉGOIRE: As far as you are concerned?

Mr. THIBAUT: I am convinced of the contrary, taking into account the importance of public affairs. We feel we should give public affairs the most adequate means we can have. We can make them thus as efficient as possible.

Mr. GRÉGOIRE: Do you feel that the public affairs budget in the CBC French network is adequate at the present time to achieve that purpose?

Mr. THIBAUT: I would say we can discuss this at great length taking into account the evolution of programming, taking also into account the economy of the whole programming. I would like to have here, sitting in front of you, the director of TV programs and his own superior.

Mr. GRÉGOIRE: Paul Martin would not do any better than that!

Mr. THIBAUT: I am not the director of programs, nor general manager.

Mr. GRÉGOIRE: Still you are responsible for the department of public affairs.  
Mr. Thibault.

Mr. THIBAUT: Yes, Mr. Grégoire.

Mr. GRÉGOIRE: You have set certain aims for yourself, and I wanted you to tell me if you feel that the amount you have is adequate for that purpose.

Mr. THIBAUT: I would say maybe we could discuss this. It is a question of carrying the whole program, in all sectors of public affairs which might seem adequate.

Mr. GRÉGOIRE: If I were to ask you for instance what is the highest fee you have paid for a host at a public affairs program, what would be the amount?

Mr. THIBAUT: Over the last two years, shall we say? I would like to write down your question and look into it.

Mr. GRÉGOIRE: Have you ever paid \$1,000 per half hour for a guest?

Mr. THIBAUT: I would like to think about it. May I answer tomorrow?

Mr. GRÉGOIRE: Could it be \$3,000 for one guest for one half hour?

Mr. THIBAUT: I do not remember at all having paid such amounts.

(English)

The VICE-CHAIRMAN: Mr. Thibault, if you are not sure of the answer, you are not obligated to give one.

(translation)

Mr. THIBAUT: Could I answer the question asked by Mr. Grégoire later. Could I answer it later, please.

The VICE-CHAIRMAN: Yes.

Mr. GRÉGOIRE: Mr. Thibault, we have a sentence here, page 3 of your manifesto, in which you say that "it is quite clear that in all public affairs programs and through the very nature of these programs, we must and we have indeed played a considerable role in promoting new values, which has contributed in changing to a considerable degree our public and our new era..." Could you tell me what these new values are, please, which you have contributed to change so deeply?

Mr. THIBAUT: I have tried to take into account the political values, the new values we modified by the mere fact of our responsibility. Our responsibility, as a mass media involves the whole concept of relationships between these two nations, if you want to call them that, or these two people, these two ethnic groups. We have contributed very certainly to a fundamental revision of that concept.

Mr. GRÉGOIRE: Is this promoting new values? Is this causing questions to be put?

Mr. THIBAUT: It can be both, Mr. Grégoire.

Mr. GRÉGOIRE: So you feel that has changed our public—that is with regard—to Confederation generally. Do you really have the impression you have changed the opinions of the public and our milieu generally?

Mr. THIBAUT: Through the activity of a concern like the CBC? Certainly.

Mr. GRÉGOIRE: In which way? What orientation have you given?

Mr. THIBAUT: I think we made the public more aware of the realities of a political life such as this one, we made them aware of conflicts within that political reality, we made them aware of quite a few solutions which could be used. We did not decide that the associate states solution would be the best one, possibly, but the public certainly took this into account. It took the initiative in "aujourd'hui". We tried to have the public understand what the "Fulton-Favreau" formula was. Mr. Lesage had said, I believe, that the public at large could not understand this. For a whole week, with Pierre Nadeau, we explained that formula "Fulton-Favreau" to the public. If they really wanted to understand something after that they could understand certainly much better.

Mr. GRÉGOIRE: And now Mr. Thibault, you have been telling us this is a promotion of new values. Let us remain within this framework of Confederation. You said you have contributed to modify or change in depth our public, or the opinions of the public? How do you think the public affairs service in the CBC has changed the opinions of the Quebec people on the French network?

Mr. THIBAUT: Do you not believe, Mr. Grégoire, that our very activity has contributed to making the whole public aware of political realities?

Mr. GRÉGOIRE: You will note, of course, that I am putting very direct questions. If I have ideas in the back of my mind, I will tell you. In a sentence



you use here you speak of changing, of modifying, which means an operation involving change...

Mr. THIBAUT: Here, Mr. Grégoire, you are reading page 3, about cultural and educational programming in our service, where I referred to two series, the Théo Chentrier psychology of daily life, and the Louise Simard series on consumption. I know this matter very well. I was speaking to Dr. François Cloutier—who has taken over from Chentrier—and he told me over the telephone he is absolutely flabbergasted by the very deep influence of his action, such a series, on mental hygiene or preventive hygiene. Certainly here we have contributed in changing human attitudes.

Mr. GRÉGOIRE: So if we try to look for a real meaning of the sentence, we are dealing here with educational and cultural programs rather than public affairs?

Mr. THIBAUT: Here very specifically, yes.

Mr. GRÉGOIRE: Yes; cultural and educational programs are not public affairs programs?

Mr. THIBAUT: The example I gave earlier is true too for public affairs, show the complexity of our own public affairs programs because there is a whole part of our programming which is educational and cultural—and real does contribute to moulding public response. Théo Chentrier had an influence which is unquestionable.

Mr. GRÉGOIRE: Now to make myself clear, I will ask you—do you think that in the public affairs area your service has something to do to change the public attitude for instance, with regard to the future of Confederation. If I insist the word modify, this is because to me it indicates change.

Mr. THIBAUT: You can change directly or indirectly, you can want change directly, but you can also contribute to an indirect modification. Maybe we will have programming in which I will try and show more and more that the two ethnic groups, these two nations are in reciprocal relationship, or where we sensitize the public to the problem we have inside this relationship indirectly. We will bring about important changes.

Mr. GRÉGOIRE: Does your service attempt to do so directly?

Mr. THIBAUT: Directly, except in the matters referred to in my brief, we did not try to modify it very deeply in the field of public affairs. That is what is mentioned in my memorandum.

Mr. GRÉGOIRE: Mr. Thibault, you said a moment ago that it was impossible for you to take up an editorial position on the death penalty because this was under discussion in Parliament. Could you give an example of a subject on which you took an editorial position?

Mr. THIBAUT: I think I can give you a number of examples. For example I could give you hate literature. It is a subject where I would not hesitate in taking an editorial position. I remember in "Aujourd'hui" once, we had a discussion on this. A publication just came out and I thought this was very anti-semitic. I asked my hosts to really take a stand on this.



Mr. GRÉGOIRE: Could I stop you there? That might be an ideological type of discussion, but let us mention here something more purely political. Are there subjects on which you have any editorial views?

Mr. THIBAUT: Let us say there are fewer of those. None occurs to me at the moment, if any occur to me I will be very glad to mention it.

Mr. GRÉGOIRE: On page 6 of your memo, you quote Greene and Hoggart. They state that we must be opposed at any attempt of censorship—that is between brackets—that is the clergy, authors of editorials and newspapers, presidents of National Associations, etc. who like to consider themselves guardians of a tradition and defenders of a certain level of culture . . . I will stop there for the moment. What do you mean by that, do you endorse these views unequivocally?

Mr. THIBAUT: What page is that?

Mr. GRÉGOIRE: Page 6. Second last paragraph.

Mr. THIBAUT: The statement speaks of attempts at censorship, not of intervention towards those responsible. That is not the same thing.

Mr. GRÉGOIRE: Yes, of course, but, Greene states that we should be opposed to every form of every attempt at censorship coming from these old guardians, such as the high clergy, editorial writers, presidents of national associations, etc. If you share Mr. Greene's views, do you think you should be opposed to any attempt at, he does not even say censorship, he says an attempt at censorship?

(9:30 p.m.)

Mr. THIBAUT: Do not ask me to interpret this.

Mr. GRÉGOIRE: You have been quoting him, tell me if you are endorsing it.

Mr. THIBAUT: I do not believe that the theories of Hoggart and Greene, seems to be far more important at that the very letter of what they say.

Mr. GRÉGOIRE: I am not asking you to interpret him. You are quoting him as such.

Mr. THIBAUT: To me it is the kind of thing, it is the spirit, the attempt at censorship is the constant sensation and I believe that this attempt at censorship is something which should be discussed. I believe that this attempt at censorship—should we tackle a problem—will not eventually be exercised by ourselves. It will match the spirit in which that attempt is made. But you understand perfectly well, there are two attitudes really.

Mr. GRÉGOIRE: You do not literally endorse Professor Hoggart statement?

Mr. THIBAUT: I would say, Mr. Gregoire, there are literal interpretations which, so far as I am concerned, I do not want.

Mr. GRÉGOIRE: I am not asking you for interpretation. You are quoting something here.

Mr. THIBAUT: I am quoting this in a given frame of mind, which I just explained a minute ago, if you want to refer to your minutes I think I was quite explicit.

Mr. GRÉGOIRE: We are dealing here with public affairs, and I am dealing here exclusively with public affairs for the time being. You used a new expression Mr. Hoggart spoke of the new "populists".

Mr. THIBAUT: Yes.

Mr. GRÉGOIRE: Now, about these new "populists", and this is not in quotation marks. You are speaking yourself: "Will attack whatever does not under-write a set of prior assumptions . . ."

Mr. THIBAUT: I quoted to the end, yes.

Mr. GRÉGOIRE: All right, well then you have quoted them. You felt it was possible to quote them. This being the case you probably find something interesting in what he has to say, and you say: "These new populists will attack whatever does not under-write a set of prior assumptions, assumptions which are anti-intellectual and unimaginative."

Mr. THIBAUT: Go on, Mr. Grégoire.

Mr. GRÉGOIRE: I wanted to go on a little further. I wanted to take sentence by sentence, but if you prefer I will continue. Then we might return to the last paragraph: "Superficially, this seems, and likes to think of itself as grass-roots' movement. They believe they express feelings everyone has within himself. In practice, it can threaten a dangerous form of censorship, censorship which works by causing artists and writers not to take risks, not to undertake those adventures of the spirit which must be at the heart of every truly new creative work." Mr. Thibault, now before we go into the public affairs area, and comparing you with supervisors of the CBC in other areas, I believe it is valid to make a certain comparison, because in another area than yours, I think would be one of these new populists. I do not subscribe to the theories of pre-established postulates, which are all anti-intellectual and devoid of imagination and which has formed the basis of "...and I will take the last paragraph ... "the very basis of those adventures of the spirit which must be at the heart of every truly new creative work."

I transpose that in the field of music for instance, and if we realize the CBC. They speak of anti-intellectualism and lack of imagination, when we are speaking of, say, those who want to set Beethoven aside to speak of dodecaphonic music. Do you not feel then that your series of pre-established postulates are all anti-intellectual and devoid of imagination. There is something a little contradictory here.

Mr. THIBAUT: No. Here Mr. Grégoire, I believe you are making a literal interpretation which is far too remote from what I said . . .

Mr. GRÉGOIRE: Well, you have to do that kind of thing when you have to.

Mr. THIBAUT: I do not want to do this—I refuse to do this. It is not because I want to run away from discussions, if we do this kind of thing . . .

Mr. GRÉGOIRE: Do you find that this interpretation is too literal? Still, when an intelligent man like you presents a document, when he takes the trouble of putting in quotations without comment . . .

Mr. THIBAUT: No, I do comment them. I certainly do. Read the following paragraph.

Mr. GRÉGOIRE: Quite so, quite so, but I have read it, and I have underlined some passages.

Mr. THIBAUT: The paragraph following relates to this.

(English)

The VICE-CHAIRMAN: Before some members of the Committee leave may I announce, for purposes of information, that the Committee will be meeting at 10.00 a.m. and 3.30 p.m. tomorrow.

Unfortunately, because of other conflicts we could not meet at 9.30 a.m.

You have about two minutes, Mr. Grégoire.

(Translation)

Mr. THIBAUT: These quotations should be interpreted, even the context of the text, read what follows. Read page 7 and 8.

Mr. GRÉGOIRE: All right, but in page 7—that is your own statement, “the history of public affairs in the CBC on the French network, which I know best, confirms this idea of Sir Hugh Greene, that particularly in scientific areas, more particularly, the heresies of today, are sometimes the dogmas of tomorrow. But wait, hang on, and here I am simply trying to find out what your opinion is on that?”

Mr. THIBAUT: I am sorry, I thought I expressed this quite clearly.

Mr. GRÉGOIRE: I also thought you had explained this quite clearly, but according to the remarks you made when I was quoting these things, I do feel you have not thought this over possibly as completely as you should have—but I will return to these quotations. When you say this new “populists” are attacking those who do not subscribe to series of pre-established postulates which are anti-intellectual and devoid of imagination. I would like to know just one thing. Do you share that view within this context?

Mr. THIBAUT: Mr. Grégoire, I believe I have answered already three times.

Mr. GRÉGOIRE: You are not doing it directly.

Mr. THIBAUT: I answered three times—I explained this. I say I am against the attempt at censorship. This attempt at censorship is unacceptable and it is in this spirit that there is a possibility to agree with this. I do not deny the importance of the intermediate body. I said it earlier—the importance of actions of political men such as you.

(English)

The VICE-CHAIRMAN: Mr. Grégoire, I am afraid—

Mr. GRÉGOIRE: If I may just finish this last short question.

The VICE-CHAIRMAN: I am worried about your short question, but go ahead.



*(Translation)*

Mr. GRÉGOIRE: But in the preceding page, and I will continue in quotation you feel that among the new populace are presidents of national association who belong to intermediate bodies, according to you.

Mr. THIBAUT: I am not speaking of them.

Mr. GRÉGOIRE: That does not mean you endorse it, it is the spirit of the thing, is that right?

Mr. THIBAUT: Yes, I have reference here to the spirit of these quotation which must be considered in the context of this whole memorandum. I will refer you to the other pages where I speak of the forces of our own President on the changes within our milieu which has been brought about by the CBC and I quote a number of sociologists to this effect. If we go back to the whole period, which I cannot deal with at this time. We had a situation very similar to those that Sir Hugh Greene deals with, but I was dealing again here with the spirit of the thing. I do not think we should interpret all this literally. We would not be getting anywhere.

*(English)*

The VICE-CHAIRMAN: Mr. Grégoire, you will have overnight to decide whether your questions have been answered or not.

Mr. LEBOE: Mr. Chairman, I have only a very few questions, and I think possibly, the witness can be a little shorter in giving his answers to whatever have to ask about.

My question is based also on evidence given before by certain of the hosts on the "Seven Days" program; the question emanates from the evidence and from what you have said. I would like to ask you this: What do you think would happen to public affairs broadcasts if, for instance, you yourself were out of circulation for two years?

I know it is a pointed question, but it has a bearing on the whole matter before us.

*(Translation)*

Mr. THIBAUT: I was not there for two years, when I was supervisor "Aujourd'hui". I was not there for two years, in fact, when I was supervising

*(English)*

Mr. LEBOE: I am not getting the interpretation at all.

Mr. THIBAUT: What I said was that I was not there as general supervisor of public affairs during two years and the service went on in its activities.

Mr. LEBOE: The question I am asking is—

Mr. THIBAUT: I will try to speak a bit of English. Perhaps I will be shorter

Mr. LEBOE: At least your English will be a lot better than my French.

I will preface my question by stating that it was my impression from some of the witnesses of "Seven Days," particularly the hosts of "Seven Days," and from their testimony and your own testimony, that you felt and they felt that they were almost indispensable.



The question I am asking you is this: If you were set aside as of tonight for two years, or three years, what would happen to the program for which you are responsible?

(translation)

Mr. THIBAUT: Nobody is indispensable.

(English)

Mr. PRITTIE: But he is not a producer of programs.

Mr. LEBOE: I am dealing with the testimony and with the tremendous value that he is to this program, and I am asking what would happen if—

Mr. THIBAUT: This is a conjectural question.

Mr. LEBOE: You did say something about resigning the other day, as I recall.

Mr. THIBAUT: Yes.

Mr. LEBOE: Now, I wanted to ask you another question which has a bearing on this thing as well. I think you are looking for more responsibility if I understood your brief rightly; is that right?

Mr. THIBAUT: A better definition of our responsibilities, and responsibilities mainly engaged in people involved in the program and the production.

Mr. LEBOE: Now, if you were to be transferred into the role of management would you view the situation exactly as you view it now? Suppose that, to your address, from your 10 years of experience, you suddenly had somebody that seemed to be, as we call it in English, away out in left field, or away off in right field—off the track, in your view—what would your reaction be?

Mr. THIBAUT: I think if I were president, or vice president—but I am not at all interested in such a job because they are that kind of job, you know—I think I could keep in mind those fundamental principles that you have to deal with in program and production people; and I would like to manage my enterprises in such a way that they would deal into the structure with people responsible at their level and having their responsibilities very clear—those people at the level of production and the program who should be able to do their job.

Mr. LEBOE: You do not think, then, that there ought to be a large measure of flexibility? You believe in its being spelled right out and not having a large measure of flexibility?

Mr. THIBAUT: No. As I said to Mr. Grégoire, it is a question of the spirit in the operation. You have to have in mind the spirit that I was speaking of two minutes ago, and I hope you have it clear from what I was telling you, that I think you must have a great flexibility in those enterprises.

Mr. LEBOE: Do you think, for instance, that you and I might have the same idea of the spirit of the operation? I do not think so.

Mr. THIBAUT: Why?

Mr. LEBOE: I think because of our background and environment.

This, to me, is important. My experience in life has been that for half of my life I was the hired man and for half of my life I was hiring the hired man—

An hon. MEMBER: What are you now!

The VICE-CHAIRMAN: I have some difficulty, Mr. Leboe, in understanding what relevance this has to public affairs broadcasting.

Mr. LEBOE: Chiefly because of the audience, I think.

What I want to get at is whether or not, in the giving of more responsibility to various individuals, including producers, in your mind, if you were in the field of management, you would then feel somewhat responsible for the individuals?

I think, personally, that you have acquired a great deal of knowledge and that you are viewing the situation from the point of having acquired a tremendous amount of knowledge in what you are doing, and that you are measuring your position, as far as management is concerned, from this particular point of view.

Mr. THIBAUT: Yes.

Mr. LEBOE: Suppose you happened to be in the position of the management, and someone else was away off the track from where you thought they ought to be—and this, I think, is somewhat the situation in which management finds itself occasionally—I was wondering whether you would have some sympathy with management in that regard?

Mr. THIBAUT: Oh, I have the deepest sympathy for management, but on this particular point of view you have to take into account that it is programming and production.

When I speak of running the program I think that in the CBC running the program has to be very seriously respected, you know.

I will give you one example—and I hope I will be brief. I manage "Aujourd'hui" which is a program—

● (9:45 p.m.)

(Translation)

Mr. THIBAUT: I managed "Aujourd'hui". It was a daily program, one of our magazine type programs. I was a supervisor for two years. I had a task which was quite different from the one I have now, which is more of a managing task. When I left "Aujourd'hui" of course, I had no wish to continue supervising it. I went up the ladder, and I left the producer of "Aujourd'hui" every possible latitude to appreciate a program such as "Aujourd'hui", I thought that I should deal with it on the long term starting from general directives and general policy guidelines. I had no real feeling that I should intervene or interfere in detailed matters. I do not think I should worry about the smile of a host, about a word too many, or anything of that description. The main concern here is that we have people who act in good faith, who have good intentions, who are competent, who are responsible, and I would like these people to carry out their job in the best way possible. That is the idea I have of proper managing at my level.

(English)

Mr. LEBOE: In this connection you mentioned specific detailed matters. I will not go any further on that subject. Did the program "Aujourd'hui", after you left it, take any different direction which you noticed, and move into a different field of endeavour? This is the flexibility for which you are asking.

Mr. THIBAUT: I hope so, because the people involved in the program "Aujourd'hui" are put there with the confidence of myself and my management. They must have this latitude of trying to—

(Translation)

They should be free to innovate, to look for new ideas, to have new initiatives, to make a success of this more than I have myself, and even though I did not share certain views about the lines "Aujourd'hui" was now following should I be justified in intervening because I am no longer the immediate supervisor, not at all.

Mr. PRUD'HOMME: Do you want to replace Laurier LaPierre? The Head Office is apparently looking for someone to replace Laurier LaPierre.

Mr. THIBAUT: I am going to light my pipe.

(English)

The VICE-CHAIRMAN: Mr. Prud'homme, Mr. Leboe has the floor.

Mr. LEBOE: Mr. Chairman, I am receiving answers which are not too long. I have one small short question and then I am finished. Is there in your mind a definite position which one must take in the public affairs programming, particularly, which would, as it were, combine or give emphasis to intellect and logic?

Mr. THIBAUT: I would like you to phrase your question in another way so that I can understand it.

Mr. LEBOE: In other words, to be intellectual in my view does not mean that you are necessarily logical.

Mr. THIBAUT: Then what is your question?

Mr. LEBOE: In public affairs—

Mr. GRÉGOIRE: Mr. Chairman, I would like to argue against this. This is a free argument.

The VICE-CHAIRMAN: It is not an argument. Mr. Leboe has made observations. You may disagree with them tomorrow.

Mr. LEBOE: I will argue with Mr. Grégoire at any time and anywhere on any platform.

The VICE-CHAIRMAN: Mr. Leboe, I would like to hear your question.

Mr. LEBOE: The question I am trying to pose is this. In public affairs you have spent some time working up to the position you are in. Can you say that you place more emphasis on, shall we say, the straight theoretical intellectual side of the presentation or the other side of it which I think is equally



important, and that is plain common horse sense, as we call it in English, or logic.

(Translation)

Mr. THIBAUT: In my memorandum, and I believe the interpretation you could make of this would allow you to agree with me. I have dealt with public affairs new style and one long chapter I wrote on the role that these public affairs magazine type programs should play. There is a reason why we have gone into this magazine format type of program, both on radio and TV. I said so, two or three times, and in fact I explained it quite clearly in my memorandum. The success of "Seven Days" and the success of "Aujourd'hui" demonstrate clearly that we wanted to disseminate public affairs as much as possible, and have as large a public audience in that respect as possible. That is why we have had very varied programs or items in these magazine-type programs, we have run all the way from very amusing items to very serious ones. I apologize for being a little long once again but we have attempted to take into account the fact that within these magazine-type programs especially daily magazine-type programs, we have various types of items. People turn on their set, look at one item, turn away from it, look at it again and so on. In other words a varied type of public is well-served in a magazine format program, and the success of "Seven Days" with 3,500,000 and the success of "Aujourd'hui" with 400,000 people, over 4 or five stations only, I think demonstrates this fact very clearly.

Mr. GRÉGOIRE: In view of the fact that "Couche-tard" is not a public affairs program, could we ask for adjournment.

(English)

The VICE-CHAIRMAN: Yes. I was going to call Mr. Stafford who is next on the list and then adjourn until 11 o'clock tomorrow morning.

Mr. MATHESON: Mr. Chairman, before you adjourn, may I make a very brief comment?

The VICE-CHAIRMAN: I take it that this is in the nature of privilege, Mr. Matheson?

Mr. MATHESON: Yes, Mr. Chairman. The *Ottawa Citizen* of Saturday last contains an interesting letter to the editor headed "Parliamentary Committee Discipline", signed by one John P. Matheson. My name, sir, is John Ross Matheson. This letter starts out;

I have recently attended several sittings of the Parliamentary Committee on Broadcasting, Films, and Assistance to the Arts.

Obviously I did not write this letter. Someone else in the room may be able to assist you, but I did not write it. I thought I should make this clear. Thank you.

The VICE-CHAIRMAN: Thank you very much, Mr. Matheson. We will adjourn until 11 o'clock tomorrow morning.





OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE  
ON  
**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE  
No. 15

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TUESDAY, MAY 17, 1966

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Main Estimates (1966-67) of the  
Canadian Broadcasting Corporation

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WITNESS:

*From the CBC French Network:* Mr. Marc Thibault, General  
Supervisor, Adult Education and Public Affairs.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,	Mr. Grégoire,	Mr. Peters,
Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Hymmen,	Mr. Prittie,
Mr. Bécharde,	Mr. Leboe,	Mr. Prud'homme,
Mr. Berger,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Richard,
Mr. Brand,	Mr. Mackasey,	Mr. Sherman,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stafford,
Mr. Fairweather,	Mr. McCleave,	Mr. Stanbury,
	Mr. Nugent,	Mr. Trudeau—(25).

M. Slack,  
*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

TUESDAY, May 17, 1966.  
(26)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 11.10 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Basford, Béchard, Berger, Brand, Cowan, Fairweather, Grégoire, Hymmen, MacDonald (*Prince*), Mackasey, McCleave, Peters, Pelletier, Prittie, Prud'homme, Richard, Stafford, Stanbury (19).

*Members also present:* Messrs. Duquet and Goyer.

*In attendance:* From the Canadian Broadcasting Corporation, French Network: Messrs. Marc Thibault, General Supervisor, Adult Education and Public Affairs and Marcel Ouimet, Vice-President and General Manager, Network Broadcasting, French.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman announced that copies were available of the document "Comments by the CBC on the Report of the Committee on Broadcasting, 1965" with appendix which included CBC Memorandum to the Advisory Committee on Broadcasting, 1965. It was agreed that copies be distributed to Committee members.

The Committee resumed its examination of Mr. Thibault and he supplied additional information concerning problems related to public affairs programming.

At 1.00 p.m., the examination of Mr. Thibault still continuing, the Committee adjourned until 3.30 p.m. this afternoon.

## AFTERNOON SITTING (27)

The Committee resumed at 3.55 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Basford, Berger, Cowan, Fairweather, Grégoire, McCleave, Peters, Pelletier, Prittie, Prud'homme, Richard, Sherman, Stafford, Stanbury (15).

*Members also present:* Messrs. Duquet, Goyer, Johnston and Southam.

*In attendance:* (Same as at morning sitting).

The Committee resumed its examination of Mr. Thibault and he supplied additional information regarding public affairs programming.

The Chairman tables a statement "Tabulation of Mail re 'Seven Days'" received by CBC from April 15-May 13, 1966. (*Identified as Exhibit "M"*).

The examination of Mr. Thibault being concluded, at 6.00 p.m., the Committee adjourned until 11.00 a.m. on Thursday, May 19.

M. Slack,  
*Clerk of the Committee*

## EVIDENCE

TUESDAY, May 17, 1966.

● (11.10 a.m.)

(Translation)

The CHAIRMAN: Order, please. Before we start on the questions to be answered by Mr. Thibault, I would like to point out to you that—

(English)

I have here several copies of a document called Comments by the Canadian Broadcasting Corporation on the Report of the Committee on Broadcasting, 1965, with an appendix containing the Canadian Broadcasting Corporation's memorandum to the Advisory Committee on Broadcasting. If the members wish to have copies, they can ask for them. There are French versions of these documents as well. Does the Committee wish to have these copies distributed?

(Translation)

These are the CBC's comments on the Fowler Report and the brief which the CBC presented to the Fowler Committee. Mr. Stafford.

(English)

Mr. Stafford, I am requested to ask you once more to speak into the microphone for the tape recording, and I am asked to give the names of the members who are to put their questions in a very loud voice.

Mr. STAFFORD: Mr. Thibault, I think we all agree that the policy of the CBC is to present balanced programs, especially on news and public affairs. It was obvious to us that Dr. Marcel Chaput was being allotted an exaggerated amount of time on the English CBC network. Is it not true that Dr. Chaput has been given a disproportionate amount of time on the CBC French network in comparison to the time given to responsible French Canadian leaders such as Premier Lesage?

(Translation)

Mr. THIBAUT: I must tell you, sir, that the answer is no. Surveys covering period of three years, which we have had made, show us that about twelve important separatists have appeared on about sixty occasions compared to something like eighty personalities who have appeared 550 times; this is over a period of three years.

(English)

Mr. STAFFORD: It is my understanding that Dr. Chaput had relatively few followers in Quebec in relation to, say, men such as Premier Lesage. Is that correct?

(Translation)

Mr. THIBAUT: I have not understood your question, Mr. Stafford.

(English)

Mr. STAFFORD: I said it is my understanding that Dr. Chaput had relatively few followers in Quebec in relation to men such as Premier Lesage.

(Translation)

Mr. THIBAUT: In this case, you can surely conclude so.

(English)

Mr. STAFFORD: Did the French network give comparable and adequate time to French Canadian leaders who are opposed to the extremist views of Dr. Chaput?

(Translation)

Mr. THIBAUT: As I have just told you, sir, we made a survey over three years estimating the number of times separatists have taken part in our programs; the survey gave the results I have just told you about, that is to say 60 appearances as compared to something like 550 for accredited party leaders.

(English)

Mr. STAFFORD: Are you prepared to have the programming on the French network over this period examined objectively to compare precisely the amount of time and the emphasis given to the extremist views in comparison with the more moderate majority of the French Canadian opinion?

(Translation)

Mr. THIBAUT: We regularly make this sort of study. We do it precisely to evaluate the balance of participations on subjects like those and with guests—

(English)

Mr. STAFFORD: It is my submission that the extreme separatists were given a very significant amount of time on the French network over and over again in comparison with the number of followers they had.

(Translation)

Mr. THIBAUT: If that is how you assess it, you have the right to do so; personally, I don't believe it.

(English)

Mr. STAFFORD: Do you recall that about a year and a half ago a large party of mayors from the province of Quebec visited Victoria, British Columbia, on a good will visit?

Mr. THIBAUT: Yes.

Mr. STAFFORD: Do you agree it was an historic occasion?

Mr. THIBAUT: Yes.

Mr. STAFFORD: Were you aware of the great warmth of the greeting they received in Victoria from both the citizens and officials, as expressed by the mayors themselves?

Mr. BASFORD: Hear, hear.



Mr. THIBAUT: Yes.

Mr. STAFFORD: Am I not correct in asserting there was a virtual blackout of this great occasion on the French CBC network?

(Translation)

Mr. THIBAUT: There you are raising a very large problem; it is the whole problem of our means of production, of our capacity to undertake productions at certain times and in certain circumstances, to cover elements like this. I am not claiming that we are infallible; on the contrary, it is very certain that sometimes we miss the boat.

Mr. PRUD'HOMME: I would like to ask a supplementary question. Are you saying that the main reason for not having covered such an occasion is or might be a lack of funds?

Mr. THIBAUT: Mr. Chairman, the reply to this question might be long. If I must give it, I think that I will then become involved in very elaborate considerations about the organization and means of production of the French network, the extension of this network at the level of the different centres of French language production and about the whole history of the French network.

Mr. CHAIRMAN: Mr. Prud'homme, you are on the list so that you may raise the matter again; if you want an answer, you will be able to ask the question again.

Mr. PRUD'HOMME: I shall not do so.

(English)

Mr. STAFFORD: I do not want to interrupt you, but is it correct that there was almost a virtual blackout of this occasion? Could you just answer the question? There was either a blackout or there was not; I do not want your reasons why. That is my submission, do you agree?

(Translation)

Mr. THIBAUT: First of all, I am only in the Public Affairs Service, not the News. In your question, you say that there was a "black-out" of the news on the French network. Are you also considering the fact that the News Service did not mention it?

(English)

Mr. STAFFORD: If the answer to the question is what I think you mean, will you produce the programs which gave French Canada a clear indication of the great warmth and delight with which the citizens of Victoria welcomed their fellow Canadians from French Canada? Could you produce those?

Mr. THIBAUT: If we could produce them?

Mr. STAFFORD: Will you produce them, not if you could produce them.

Mr. THIBAUT: Certainly.

Mr. STAFFORD: Do you recall clearly the visit of Premier Lesage to Western Canada on a speaking tour during the last election?

Mr. THIBAUT: Yes.

Mr. STAFFORD: My understanding is that the CBC French network was represented by one or more reporters.

Mr. THIBAUT: That is right.

Mr. STAFFORD: I want you to answer my next question very carefully and precisely. Am I not correct in stating that far more emphasis was given to the very few minor irritants, as, for example, the suggestion that Premier Lesage received a cool reception in Saskatoon, as compared with the wide and enthusiastic acclaim he received in city after city throughout the west?

(Translation)

Mr. THIBAUT: I must say that you are again referring largely to the activities of our News Service who covered that occasion. If I am not wrong, it is our News Service who, through its correspondent François Morissette, covered that occasion and trailed the Prime Minister. It seems to me that the impressions you tell me about here are in the context of the "covering" by the News Service; I have nothing to do with this service.

(English)

Mr. STAFFORD: I do not want to interrupt you, but the time for asking of questions is limited, therefore I will ask you a question which I would like you to answer if you can. I do not care why it happened, I am just asking you, did it happen?

(Translation)

Mr. THIBAUT: I must tell you that I am not able to express an opinion of the work of the News Service from that point of view.

(English)

Mr. STAFFORD: Once again then, will you produce the records for the Committee on this point so that we can not only judge for ourselves, but see for ourselves?

(Translation)

Mr. THIBAUT: I could ask our Vice-president and Director-General as well as the directors of the Information Service, who are here, to—

(English)

Mr. STAFFORD: Excuse me—

Mr. PETERS: Mr. Chairman, on a point of order; I would think that it is going to be very difficult for the witness to produce information in transcript form or visual form which does not come within his jurisdiction. If the question is intended to mean the public affairs section and what work they did, then I presume it should be specified. I think it is not proper and it should not be proper to ask one department to produce information that is only available through another department.

The CHAIRMAN: I think that is what the witness is trying to make clear at this point.

Mr. STAFFORD: But you could easily have it produced, I realize that. Will you try to have it produced?

(Translation)

Mr. THIBAUT: I must say again that this information does not lie within my province. The only information I can give you is about the "covering" that the Public Affairs Service did of the subject when we were once out of "hot news", because the subject was considered "hot news" and treated as such throughout Prime Minister Lesage's tour of the west.

(English)

Mr. STAFFORD: Again I will ask you to answer me carefully in view of what the record of programs will undoubtedly disclose. Is it not correct that during the hearings of the B and B Commission in the English-speaking parts of Canada the CBC French network disproportionately emphasized the small number of unrepresentative anti-French presentations, in most cases from nonentities who represented no significant group?

(Translation)

Mr. THIBAUT: Sir, you are once again talking of the News Service; it is, actually, the News Service which, as it happens, covers the whole matter of the sessions of the Dunton-Laurendeau Commission.

(English)

Mr. STAFFORD: Did you not have anything to do with them in your part of the programming at all?

(Translation)

Mr. THIBAUT: Certainly very far beyond the subject of the "hot news" made by the various sessions held across the country. Of course, we arranged major special programs on the subject. We even organized a great "Cross Canada" tour between the two services—the English network and the French—just to sound out reactions over a period of time to the various problems that the Dunton-Laurendeau Commission raised in the field of public affairs.

(English)

Mr. STAFFORD: Mr. Thibault, as you know, the Prime Minister of Canada and other members of the Cabinet, both French and English, have stated that the government policy should be one of co-operative federalism whereby the rights of the provinces and the requirements of the federal government should be established and satisfied through a co-operative relationship. Since that policy has been announced, to what extent has the CBC French network presented a positive analysis of this concept?

(Translation)

Mr. THIBAUT: I think that the French network has paid considerable attention, in its Public Affairs Service, to all these questions. I think that in a large number of programs, in a large number of tribunes, we have multiplied the opportunities for bringing out this co-operative federalism.

● (11.25 a.m.)

(English)

Mr. STAFFORD: But is it not a fact that it gives far more time to controversial ideas such as separatism?

(Translation)

Mr. THIBAULT: From what I have just told you, Mr. Stafford, I do not believe so.

(English)

Mr. STAFFORD: Would you attempt also to produce the record so that we could see the record in this respect as well?

(Translation)

Mr. THIBAULT: Certainly, yesterday. I do not know if you were here? Was Mr. Stafford here yesterday? I do not know if you were here, Mr. Stafford, but it so happened that yesterday I considered an evaluation since we were beginning systematic evaluations in the field in which you are taking an interest. We made an evaluation of our activities over three years.

(English)

Mr. STAFFORD: I will not take up time now, but I am dealing with what you said yesterday. I will come back to it later.

Is it not a fact that the senior management of the CBC are trying to get a more balanced and accurate approach on the French network to such political questions as have just been pointed out?

(Translation)

Mr. THIBAULT: Does it answer your question to say that there have been constant discussions between our management and the Public Affairs Service?

(English)

Mr. STAFFORD: Well, is it not correct that the CBC top management has taken steps to rectify the situation so as to ensure that the CBC more properly represents the majority opinion of French Canada?

(Translation)

Mr. THIBAULT: Oh, I wouldn't interpret it in that way.

(English)

Mr. STAFFORD: Would you not agree that the CBC were trying to make the CBC a unifying influence in Canada?

(Translation)

Mr. THIBAULT: There, you are raising the whole problem of the promotion of national unity; this is, I think, an extremely complex problem and, as I said yesterday, in my opinion, thinking about the promotion of national unity is a bad way to tackle the problems of this country. I don't believe that the CBC has the task of promoting national unity. The CBC is a public service with the task of providing a national broadcasting service to reveal the problems that exist in



the whole of this country as much on the English side as on the French; at this level if it succeeds in establishing, across the country, valuable contact between the two groups, as much on the side of the French network as of the English, I think that there is the possibility of emerging into something else—a country which understands and knows itself better.

(English)

Mr. STAFFORD: After all, Mr. Thibault, is it not the aim of all of us to find ways in which the French and English can work together, with the greatest respect for each other's nationhood and traditions, so that a great Canada will emerge? The CBC can help us to do this, can it not?

(Translation)

Mr. THIBAUT: I believe I have answered your question.

(English)

Mr. STAFFORD: On page 8 of your brief you mentioned, near the bottom, that the CBC “—powerfully contributes to the shaping and influencing of public opinion—” Do you still agree with what you have in your brief along those lines?

(Translation)

Mr. THIBAUT: On page 8? What are you quoting?

(English)

Mr. STAFFORD: In the last few lines on page 8 you say “—the CBC—powerfully contributes to the shaping and influencing of public opinion—”

(Translation)

Mr. THIBAUT: Certainly, and my President said so before me. If you look at my President's statement on page 9, Mr. Stafford, I think that this statement very well confirms the spirit in which I put this point of view on record.

(English)

Mr. STAFFORD: Mr. Thibault, do you admit management's right to criticize the “Seven Days” program? I see you admit this in paragraph 4 of chapter 9 of your brief. Do you admit the right of management to criticize the “Seven Days” program?

(Translation)

Mr. THIBAUT: I have admitted a fair number, Mr. Stafford, as have those responsible for “Seven Days”.

(English)

Mr. STAFFORD: Now, if it is as you have just said, would you not agree that management has the right to take the same look at French public affairs when there is a lack of good taste?

(Translation)

Mr. THIBAUT: I believe this completely, but everything depends on the precise way of working, on the concept one has of the various functions and on the structures which are set up to satisfy the legitimate demands of our

management. As I said yesterday evening, the top management has the authority and I would be the last person to oppose this, since I need the authority it delegates to me to act in authority over my co-workers.

(English)

Mr. STAFFORD: Could you give us a better picture of the unrest you say is general in Montreal?

(Translation)

Mr. THIBAUT: Could you please elaborate, it is too broad, and it will probably entail a very lengthy answer.

(English)

Mr. STAFFORD: Well, I understand that yesterday you made a statement in your evidence about the unrest being general in Montreal. What did you mean by that? What did you mean by your own words? What is the interpretation of your own words?

(Translation)

Mr. THIBAUT: I thought I stated that very clearly in my memorandum. I would refer you to it for the requirements of your information precisely. There are very many facets to it; there is the structure, I spoke of a short circuit, of the definition of responsibilities, the spirit in which we operate any program, there is the responsibility of the various levels of people who are involved, and in particular—I do not think I have stressed it sufficiently yesterday—the man inside the CBC program and the man who tries to create the most favourable possible conditions of work in order to enable him to provide the efficiency of the programs.

(English)

Mr. STAFFORD: Let me ask you another couple of questions. I think I have three or four short questions that I would like to get in. Could you give me some short answers, because I only have a few minutes left. One is with respect to your disagreement with the recent organizational structure under the director of information. Now, I think this is a question that you can answer briefly: Have you, or have you not—

(Translation)

Mr. THIBAUT: I must tell you that I observed this structure for six months and at the end of this time I saw what the structure is; I talk about this in my memorandum.

(English)

Mr. STAFFORD: You said last night that you were not indispensable, yet in your brief you say that you carry so much weight that you cannot possibly resign. Which is which?

(Translation)

Mr. THIBAUT: No, Mr. Stafford. I do not believe that I said that I assume such crushing responsibility that I must—not at all. I refer you again to the

last page of my brief. I do not think I said that, either in my brief or in my evidence yesterday.

(English)

Mr. STAFFORD: You said that the new structure has led to the most complete deadlock in the French network. Would you comment on that?

(Translation)

Mr. THIBAUT: Yes.

(English)

Mr. STAFFORD: Would you just comment?

(Translation)

Mr. THIBAUT: My memorandum contains the best comment I can make; six months after the establishment of a system designed to bring together the two Services—News and Public Affairs—we reach the situation where the News Services of both the English and French networks want the unification of the Public Affairs and News Services, whereas we are becoming more and more convinced that we should return to the old system and integrate both the Public Affairs Service and the News Service, on television as on radio, within the general production organization.

(English)

Mr. STAFFORD: I just have a couple of short questions more.

Do you feel that top management should never interfere at the supervisory level?

(Translation)

Mr. THIBAUT: As little as possible.

(English)

Mr. STAFFORD: Would you say that this has happened very often, and, if so, on what occasions?

(Translation)

Mr. THIBAUT: Too often.

(English)

Mr. STAFFORD: On what occasions?

I will only have one more short question, Mr. Chairman.

On what occasions?

(Translation)

Mr. THIBAUT: I could quote you a certain number of cases but I cannot deal with this in five seconds.

(English)

Mr. STAFFORD: Well, since there are so many of them, and since, according to your answer, they happened often, surely you could give us eight or 10 of them in rapid succession without too much trouble, as briefly as you can.

(Translation)

Mr. THIBAUT: I would prefer not to do so; otherwise I would become involved in the description of a certain number of these cases and, at that point, you would have to allow me to speak at rather greater length.

(English)

Mr. STAFFORD: Well, I would ask you once again to reconsider that particular answer, because I think this is one of the most important questions here, whether or not management has interfered at the supervisory level.

You have already said that management interfered with the supervisors and since you have already said that they have done it so often, surely you can give us eight or 10 examples—since it has happened so often—and in rapid succession. Would you just reconsider your answer, because this is an important question. If we do not know where they have interfered how are we going to get the answers to the problems which we are considering.

Mr. THIBAUT: That is right.

Mr. STAFFORD: Then, will you name eight or 10 occasions? You have said that it happened too often.

(Translation)

Mr. THIBAUT: You would like me to state eight or ten cases! You would allow me to state—

(English)

Mr. STAFFORD: I take it from your answer that there are hundreds you could mention, if the translation is any indication of what you meant. Therefore, would it not be easy for you to name a dozen occasions, or something like that, where management has interfered at the supervisory level?

(Translation)

Mr. THIBAUT: In my memorandum I have explained the organization's short-circuit. What happens, in fact, is that, at the level of the Vice-President-Director-General, at that of the Director-General of the Information Service, at that of the director of Service, at that of the Supervisor and of the producer, the short-circuit in question is broken, precisely because it is very short.

The CHAIRMAN: But, Mr. Thibault, the question refers to definite cases.

Mr. THIBAUT: Would you like me to deal with a certain number of cases?

(English)

The CHAIRMAN: At the request of many members I have personally asked Mr. Thibault to make his answers as short as possible.

Mr. STAFFORD: Will you give me eight or 10 occasions—

Mr. CHAIRMAN: Let me ask, then, does the rest of the Committee feel that this is the kind of answer we should know about.



Mr. STAFFORD: Mr. Thibault is giving long answers but he has never gone into any specific examples. I am asking for some specific examples, and he could have done that in the time which has already been taken up in the generalizing on this particular point about the short-circuiting and so on.

Mr. COWAN: Is the witness testifying to what he knows, or is he testifying according to the direction of the Committee Chairman?

The CHAIRMAN: I do not think you have seen the point, Mr. Cowan.

Mr. COWAN: I think I do.

The CHAIRMAN: All I want to know is whether the Committee wants Mr. Thibault to take the time to go into this, if he can. I do not know.

Some hon. MEMBERS: Yes.

The CHAIRMAN: I was putting this to the other members of the Committee.

Mr. COWAN: I am a member.

Mr. MACKASEY: May I say that we should not be restricted in questioning Mr. Thibault in further detail. Mr. Thibault is only a witness here and he has been asked to give us eight or 10 other alleged complaints that he has as regards the management. I think Mr. Thibault should be permitted to elaborate on this just as much as possible.

Mr. COWAN: You are quite right.

Mr. MACKASEY: We, as the members of the Committee, should be permitted to inquire exhaustively of Mr. Thibault to get all the evidence he has.

The CHAIRMAN: In the view of the Chair the only issue here is that the answer to this question will be a long one, undoubtedly. If the Committee is in agreement—

Mr. MACKASEY: I do not think Mr. Thibault has any other choice, for his own protection, if he feels free to do it. We have been asking him questions and he has said that these occasions happened too often, and he has been asked to give us eight or 10 occasions when this has happened, and I submit that Mr. Thibault should have a full opportunity to expand on them as much as possible.

(Translation)

Mr. PRUD'HOMME: On this subject may I say, Mr. Pelletier, that, at one session of the Committee, Mr. Leiterman in five minutes gave at least ten cases of interference, without going into details. Evidently, if the members of the Committee—

The CHAIRMAN: The first time that they were here, please excuse me, Mr. Prud'homme, the first time that they were listed, it took quite a long time.

Mr. PRUD'HOMME: If explanations are wanted of what happened in specific cases, he could elaborate. It would be quite easy to give headings.

Mr. THIBAUT: Well, I can give you some if you wish. I will do so and then you can judge for yourselves. The first case that comes to my mind is the Mitterand affair. This was a case where the service, or, more especially, the program "Aujourd'hui" had decided to organize a large-scale discussion pro-

gram on the Vietnamese war, on the occasion of the television fortnight. We submitted this case for the attention of the management of the Information Service. We obtained authorization from them and proceeded with our preparations. I am dealing very rapidly with the stages. Some days later, when permission had been given and agreements made with Paris for Mr. Mitterand to come to Montreal, we received a counter-order to the effect that it was out of the question that we should invite Mr. Mitterand to Montreal.

In another case, we were to present quite a specialised report on a technique used in the treatment of rheumatism and arthritis. I came quite strangely into contact with the Director of the Information Service and the President on this subject. I did not understand why the president came into it but it was he himself who seemed to be opposed to the presentation of this item. I was amazed that it was the president who intervened in such a case. The Director of the Information twice let me know that the President was making a formal objection. I asked to be heard by the President since I did not, at first, understand why it was the President rather than the Vice-president-Director-General who was concerning himself with this. Finally, when I returned and went to see the President, I had to deal with the Vice-president who had taken the whole matter up again.

I was also involved in a short circuit between the "Aujourd'hui" team and the Vice-president and I was faced with conditions that threw us all off our balance. On the occasion of a program "Cartes sur table", broadcast over Radio-Canada and organized from Quebec, I received a rather alarmed phone call from my supervisor at Quebec who told me of reactions from Ottawa to the whole affair, reactions which had, it seemed, been communicated directly to Quebec. Now, I claim that I am the channel through which communication should be made with Quebec and with my Public Affairs supervisor.

Here is another case; this concerns the fee paid to one of our women directors of the program "Aujourd'hui". On this matter, we have had official discussions where we were in conflict with our regional management and our general management; each time, these have resulted in the confirmation of this director's fee.

At a given moment some months ago at the beginning of autumn, I was somewhat surprised to learn that the program's supervisor had been directly approached and asked to consider seriously the advisability of continuing to pay a fee like that. The program supervisor felt the need to come and see me to ask: "What's going on? Am I dealing with you, the Director of the Service, with the Director of the Information Service or with the Director-General-Vice-president?" Considering the delicacy of this affair where, since the start, the Director-General-Vice-president had shown himself very strongly opposed to such a fee being given to a director, I think that the circuit in question really should have been respected if I was to be obliged to call into question the fee of this director who has been with me for years and who had deserved that fee for reasons which I believed valid.

Now it seems to me that relations had been established with the supervisor which, at that time, spoilt my relations with my supervisor and placed me in the extremely uncomfortable situation where I had to say to myself: "under these conditions, all right. I'll wait to see what happens and then we'll see".

And this is what happened also, probably for operational reasons. Here is another case, connected with my reply to Mr. Stafford just now when I talked of intervention on the part of Head Office and said that it intervened too frequently, in my opinion. I will tell you about a very minor problem. At one point, in the program "Présent", short 20 or 30 second flashes were included on the subject of United States expenses in Vietnam for the war and for the support of the war. On three occasions in the program "Présent" there were 20 second flashes about this. The Vice-president-Director-General immediately expressed criticism of this to me; I explained to him why it was done; I tried to make him see that, at the level of the supervisor's responsibility, there was nothing which involved the CBC too deeply because it was well understood that the three flashes were to be shown in the program, on three consecutive days, at the time when the American government had just presented these very figures. The consequences of this would not be serious and, in these conditions, there was no need to disown a supervisor who had taken it upon himself to plan this short item following much fuller suggestions that had been made to him and which he himself had cut down to size.

Here is another example of intervention which seems to me unacceptable, at least in the spirit in which it was done. At the time of the federal elections, one of our supervisors on the program "Aujourd'hui" accepted an item which, unfortunately, was not entirely balanced. We all realized that a mistake had been made which had to be corrected. Now, the spirit in which this mistake is noted and the spirit in which it is put right may seem to me quite positive. But if there is intervention in the form of a peremptory and categorical instruction which attacks this supervisor who has already guided so complex a machine as "Aujourd'hui" since July, with great success, and who seems to have made the only mistake in his operation—the mistake we mentioned—it seems to me then that a favourable account should be given of him. So, the instruction that tells him: "There must be no more question of this in the future; you have made an extremely serious mistake which will later be a subject of heavy penalties" shows, I believe, a spirit of interventionism within the Corporation.

*English)*

Mr. STAFFORD: Just a minute. What do you mean by a serious penalization later on?

*Translation)*

Mr. THIBAUT: I feel that that would probably have meant the supervisor's post as supervisor of the program being in question if there were a second mistake like that. Now, the mistake in question was simply this: the supervisor with his colleagues—

*English)*

Mr. STAFFORD: Excuse me. I believe you said undoubtedly there would be serious penalization later on with respect to this particular item. If this was so



serious, you undoubtedly would have asked what he meant. I am asking you to review the particular statement which you made.

(Translation)

Mr. THIBAULT: I must tell you, Mr. Stafford, that the instruction in question did not go into more detail and simply stated that the supervisor would face heavy penalties if there were any more mistakes like that. Considering this fellow's record of service and his sense of responsibility, I find this sort of intervention quite intolerable and I think that it ruins all harmonious relations with—

(English)

Mr. STAFFORD: May I ask just one more question. I do not quite understand you. I believe you are on your fifth point now. What is wrong with management saying that they do not like the particular way you put a show over, or a particular item? Is there anything particularly wrong with management expressing their views to you with respect to what should not be put on? Would you just make that a little clearer. I do not quite understand what you are getting at.

(Translation)

Mr. THIBAULT: If you will allow me to, Mr. Stafford, I will reply to your question later since, at the moment, I am commenting on specific cases. Is that all right?

Mr. DUQUET: Could you tell us where the serious mistake was?

Mr. THIBAULT: The serious mistake was this: we had a guest speaker at the time of the federal elections. Each week we were to do a "round-up"—please excuse the expression—of the progress of the current election. Now, we had chosen a panelist who, in my opinion, should not have been there because he had already been politically active. He had been presented to me as a member of the teaching profession and, of course, in this situation, he broke the rule since, because of this fact, he could use this opportunity as a platform. But, once again, this is a corrigible mistake and that is exactly the spirit of an operation: a mistake is not final; it can always be corrected. We are deeply enough involved in a daily operation to allow ourselves to say this.

(English)

Mr. STAFFORD: May I ask you one question with respect to that. How would you know there was an error unless management pointed it out to you? What was wrong with management saying that they do not like a particular point? Would you try to be a little clearer there. I do not believe I understood it, and I do not think anybody else did either.

(Translation)

Mr. THIBAULT: Mr. Chairman, I do not understand Mr. Stafford's question. I am stating cases and Mr. Stafford is asking me for interpretations within the cases but, for the moment—

The CHAIRMAN: He is asking you why, in this particular case, you do not agree with the management's intervention to point out the mistake to you.



Mr. DUQUET: Mr. Chairman, I think Mr. Stafford asked if this mistake would have been discovered without the authorities' intervention.

Mr. THIBAULT: I do watch a certain number of programs and, immediately after this program, I myself asked the supervisor why that scene had been presented as it had. In the other example I have just given you—about Vietnam—the same thing happened. After the item had been shown, the supervisor himself asked his producer why this item had been presented in that way. In other words, at our level of responsibility, as I tried to show in the memorandum, if our management trusts us, I believe that, on the whole, it can rely on our sense of responsibility.

The CHAIRMAN: I beg your pardon, Mr. Thibault, but that was not Mr. Stafford's last question. He asked: "Why do you object to the management reproving you or its supervisors when a mistake has been made?"

Mr. THIBAULT: This is what I tried to show in my memorandum and what I tried to explain yesterday: any program management which really wants to be effective and which is completely responsible must first act at the level of supervision and production. The supervisor-producer tandem is really, within the CBC, the management-production tandem. I am emphasizing this and I tried to show this. I am emphasizing that if this tandem is not working, if it is not responsible, if it does not prove its overall worth after evaluation of the total operations, not just of each one considered separately, and if we are caught out on every detail, the accumulation of these details may very easily make us lose sight of the overall operation. It is with this in mind that I have tried to show how the program management at the CBC should be carried out. Have I succeeded in making myself understood? This was what I had in mind when I was speaking. Have I answered the question, Mr. Chairman?

The CHAIRMAN: It is up to the person who asked it to decide.

Mr. THIBAULT: I am trying to show that the top management's policy of intervention, whether warranted or not, is, as Mr. Désorcy told us the other day, extremely inhibiting: it is a policy that will put people constantly on their guard, make them feel deeply insecure and eventually make them fear the possibility of reprisals, in return. And this sort of intervention is also unhealthy in the program operation of the CBC. I think I can give myself as an example: as far as possible I avoid intervening in the supervision-production tandem; I avoid this as far as possible and I rely on my workers to the greatest possible extent. As I said a short while ago, I make my evaluations on the whole of the programming operation; as in the case of the evaluation of the influence of the separatists on the CBC, for example, I try to make a thorough examination of the matter bearing in mind the whole of the programming. However, if I were to deal with all the cases—many of them, matters of detail—which occur and spend all my time intervening to make corrections and so on, I would become what Désorcy called this "touche-à-tout" (meddler) who is no longer a true controller and who, especially where programs are concerned, has the right to act in this way but cannot do so without taking the consequences. I hope to have the time to speak to you about this at greater length since at this moment this "touche-à-tout" is facing several problems.

In public affairs, the producers' agreement with the CBC allows the management of the CBC to intervene to safeguard its interests. This term is very wide and, because the large political interests behind the CBC are involved in this, then much greater intervention is allowed here than elsewhere just on the strength of this term. In general—and I hope I am answering Mr. Stafford's question—this sort of intervention should be avoided for the reasons I have just given.

Mr. DUQUET: May I ask a question?

The CHAIRMAN: Yes.

Mr. DUQUET: In order to forestall the mistakes of which you talked earlier when you cited two examples—the political program and the item on Vietnam—do you not believe that in some cases the management of the CBC is better qualified to judge the significance of a mistake?

● (12.00 noon)

Mr. THIBAUT: It is possible, but then it might be exactly the opposite. I often felt—and I am the head of a service and not far removed from programming—that there had been a very serious mistake. I examined that error to realize actually that I had been distorting reality in looking at this so-called mistake. I had to change my mind. This is possible, but even if it is possible, what I would like to try and show is this. If our top management, sitting up there, feels it can see and understand these things much better than we can, then there is only one solution. They should go down to the supervisory level of the program to supervise the program itself, to replace the responsible persons who are there and who were delegated by them as responsible persons to do this, to control programming in a service such as ours.

The CHAIRMAN: Are you through with your list of cases?

Mr. THIBAUT: I have more cases if you will allow me to speak. Another case we reported on was the Liberal Federation of Quebec. This is reporting about which very serious reservations were made.

Mr. PRUD'HOMME: May I ask you which one?

Mr. THIBAUT: The Quebec Liberal Federation.

Mr. PRUD'HOMME: It is the Quebec section of the Liberal Federation of Canada, is it not?

Mr. THIBAUT: Yes, it is the Quebec section. This convention took place in Quebec City. We reported on this. The supervisor himself was not satisfied at all; he was far from satisfied by that type of reporting and you were not either I suppose. We listened to it and we were not very happy with it either, but we had a reaction, a very hurt reaction from management.

I can understand this, of course, but the whole problem is in the spirit of this kind of intervention. I tried to explain to management that we could not proceed against a new reporter who was new to this kind of journalism because we are gradually attempting to train journalists in new techniques in public affairs, and so on and so forth. I tried to explain that to management who really wanted to intervene in this matter in an authoritarian way. They wanted us to

let him know categorically that this mistake was not to be repeated, that it was to be the first one and the last one, and that the next time very serious measures would be taken. By that I suppose they meant firing or suspension. Here you have a man who is starting to learn his job—even if he was a good journalist before he came to the CBC—this is a man who has to get used to our policies of public affairs, this is a man who has to learn his job, in very close relationship with his supervisor. If you interfere in that way with the program, if you condemn this man, threaten him with firing or suspension and so on, you are very seriously inhibiting him.

(English)

Mr. STAFFORD: Mr. Chairman, may I ask one question about this. Who actually said: "The next time very serious measures will be taken"? To whom was it said. I ask again, who said it, to whom was it said, and when?

(Translation)

Mr. THIBAUT: I will have, Mr. Chairman, to table documents which are confidential documents.

(English)

Mr. STAFFORD: With great respect, I note that the answers given to questions are longer than need be. If you gave us the facts of what was said, when it was said, the occasion in which it was said, we could have seen over 50 of them by now.

Mr. MACKASEY: Mr. Chairman, I object to the remarks made by my colleague because they cast an implication on the capabilities of Mr. Thibault when answering questions. I would suggest that some of the questions being put are more in the nature of statements, and I suppose I am no exception. But, the witness is not here to be badgered by the way in which members put questions. Mr. Thibault made it very clear in the beginning that if he was going to give nine or ten examples he reserved the right to be as elaborate as possible in his description of them. It was under these conditions that he agreed to proceed in that connection.

Mr. STAFFORD: I asked just the one question.

Mr. MACKASEY: Mr. Stafford is casting an implication on Mr. Thibault's remarks with which I do not wish to associate myself as a member of this Committee.

Mr. STAFFORD: Then I will ask Mr. Mackasey who it was who actually did say: "The next time very serious measures will be taken," since he feels that very full answers have been given by Mr. Thibault.

Mr. MACKASEY: Mr. Thibault answered that he would have to table a confidential document in this regard; at least, this is what I heard over the translation system.

(Translation)

Mr. THIBAUT: I can say it, of course, but saying it does not mean anything because I cannot prove it with the documents.



(English)

Mr. STAFFORD: Would you please say who made the statement, and to whom it was made? I am asking a simple question and I would like a simple answer to it.

(Translation)

Mr. THIBAUT: I can say that it was done by the Director of News and Public Affairs, Mr. Grand-Landau.

Mr. GRÉGOIRE: And the Vice-President and General Manager is—?

Mr. THIBAUT: Mr. Ouimet. This is true of both Mr. Marcel Ouimet, and Mr. Jean Grand-Landau.

(English)

Mr. STAFFORD: And, to whom it was said?

Mr. THIBAUT: Mr. Marcel Ouimet and Mr. Jean Grand-Landau.

Mr. STAFFORD: Which one of them said you were—

Mr. THIBAUT: First, Lauzon Godin, supervisor of 'Aujourd'hui', in the case I related to you about this mistake with regard to next fall and, next, in the case of 'Present', which I related to you a few minutes ago.

(Translation)

On these two occasions. In the first instance the supervisor received what I would call a very nasty memo. If I were that supervisor I think I would have left. I believe it is impossible to work under such conditions where, in the first case, after months of very responsible supervision, of very difficult supervision—I gave you an idea of that in my brief. I told you of the requirements of supervision for a magazine type program—After months the poor man makes a mistake, a mistake which I believe can be easily repaired and which we did repair, which at our own level, we had evaluated. I do not see why, under these conditions, there should be this kind of interventionism which we are threatened with in directives of this description.

(English)

Mr. STAFFORD: Did you see this memorandum?

(Translation)

Mr. THIBAUT: Of course, I did. It was sent to Mr. Godin.

(English)

Mr. STAFFORD: Would you repeat as near as possible the words that were in the memorandum?

(Translation)

Mr. THIBAUT: I believe, Mr. Chairman, Mr. Stafford—really this poses the principle of tabling documents from the CBC—

The CHAIRMAN: The attitude of the Committee up to now is that the witness could consult his superior officer in the CBC when he was asked such things



When he obtained that consent he would table the document. If the CBC did not agree that a document be tabled, then the Committee always decided not to demand such tabling.

(English)

The CHAIRMAN: Does Mr. Stafford want this note to be tabled?

Mr. STAFFORD: Well, is there anything wrong with him giving to the best of his knowledge what was in it since he said he saw it?

The CHAIRMAN: There is doubt in my mind whether something should be done indirectly when the Committee has decided not to do it directly. I do not know whether we should ask a witness to say what was in a memorandum after deciding that it would not be tabled and, perhaps, I should have legal counsel on this.

Dr. P. M. OLLIVIER (*Parliamentary Counsel*): Mr. Chairman, in the last resort, I think it is up to the Committee to decide whether or not they want that document, after having considered though the fact that certain documents are privileged. If a document is privileged the person from whom the document is requested can only say: "Well, it is privileged", and generally he would have the consent of the other party to bring it in. If that is not done, it is up to the Committee to decide whether or not they want it because, in the last resort, they are the ones to decide what they want and do not want. But, they must consider the fact, first, that these documents are generally considered as privileged and should be tabled only after both parties have agreed to their publication.

The CHAIRMAN: I also would like your advice on this point;—if a document is not tabled by a prior decision of this Committee is it then in order to ask the witness to say what is in the document?

Dr. OLLIVIER: Well, you could paraphrase without citing the document. But, if he cites paragraphs of it he might as well have it tabled. But if you wish the exact words of the document, then I think the proper thing would be to have the document tabled. But, that is up to the Committee. However, the Committee should take notice of the fact that they are privileged documents.

(Translation)

Mr. DUQUET: I believe, Mr. Chairman, the witness really answered the question put by Mr. Stafford. There were threats of serious sanctions and so on and so forth, if mistakes like this were to be repeated. This is the most important thing in the document actually. I do not see why the document should be tabled, I do not see that this is really necessary.

• (12.10 p.m.)

(English)

Mr. STAFFORD: Might I just say respectfully what I thought? It was my interpretation that you were giving us here your understanding of the document, that next time very serious measures would be taken. Since you have already given us your interpretation of the document, might I ask you whether you could go one step further, now that you mentioned it, and say what, to the

best of your knowledge, was written in it, what do you remember was in it, instead of what is your interpretation of it?

Dr. OLLIVIER: If he is going to quote the document—

Mr. STAFFORD: Is this not the very thing we are after in this Committee, to find out how communication has broken down and whether management has gone too far in giving the supervisors orders? If we are not going to get this it will be difficult for us to establish what has happened. This does not even concern us. This is the very point we are after.

The CHAIRMAN: I submit that the issue is getting blurred. This Committee is free to demand any document and the CBC is not free to refuse it, but this Committee has taken the consistent attitude that it would not demand documents which were of an internal character. If the Committee wants to reverse its decision on this, it can do so.

Mr. GRÉGOIRE: Such a decision has never been made by the Committee.

The CHAIRMAN: I said it was made repeatedly and consistently almost every time an internal document has come before us. The report which was read to you by Mr. Basford, and concurred in by the whole Committee yesterday, was to this effect exactly, that we would not demand the minutes of the board meeting in Halifax. I could tell you that at least on six or seven occasions, to my recollection, the question of having a document tabled was referred to the steering committee and the steering committee recommended to the general Committee that it not demand the tabling of these documents. The Committee has accepted these recommendations. I am just telling you what the policy has been up until now. If the Committee wants to reverse this policy, it is free to do so within the limits of privileged documents.

*(Translation)*

Mr. GRÉGOIRE: A point of order about these documents. Every time we agreed that we would not demand that the CBC table these documents, but I believe that every time when I attended, I said this was not to be a precedent and that the Committee was still free to force the CBC to table them.

We did not do it before because we felt it was not particularly important but I always specified this was not to be a precedent, and if you read the reports you will see I said this every time. That is why I believe there is no specific policy from the Committee. I believe that every time we agreed we would not demand that these documents be tabled.

Dr. OLLIVER: This is not the main point. What is important is that these documents are privileged documents and generally they should not be produced they should not be shown, only in extreme cases. The last word is up to the Committee whether this document will be produced or not, but generally speaking, Committees do not request such documents to be produced.

Mr. GRÉGOIRE: We must have the documents we want. When we do not insist it is because the Committee itself does not insist. It is our privilege to demand these documents.

(English)

Mr. MACKASEY: Mr. Chairman, on the point of order raised by Mr. Grégoire, about a week or so ago I had asked for what I called the president's study group report, which you may recall. The steering committee at the time recommended, in its wisdom, that this document not be made public because they felt it would interfere with the internal management of the CBC I agreed for this reason, not so much that it was privileged—as Dr. Ollivier accurately pointed out—but because it is historically a fact that Parliament bends over backwards not to interfere with the management of the CBC in so far as exercising any influence on programming is concerned. We do not want, through the medium of this Committee, to be open to the charge that Parliament had interfered with the CBC or with its policy. I think we are here to see whether or not there has been a break down with management, and we are morally bound to establish this fact without making it impossible for management to carry on its function or without opening the door for Parliament to interfere in the future with the programming of the CBC.

Periodically, in the House of Commons, the question comes up, a member or members voice different opinions on particular programs, but it has been an established fact that we have no mandate to interfere with the CBC programming. It is for this reason, Mr. Chairman, that I bowed to the wisdom of the steering committee and did not pursue my request that this privileged document be tabled. I submit that we established a precedent there that must be maintained in this particular instance, because if we insist that this memorandum be tabled, then I have the perfect right to come back and insist that the documents which are requested be tabled as well.

(Translation)

Mr. BERGER: Mr. Chairman, I must admit that with regard to this Committee and other committees, I very often fail to understand the insistence by some Committee members that so many documents should be tabled. If we asked all those members who have asked for these papers if they actually have looked at them, I wonder what the result would be. Is it not just a case of asking that these documents be tabled merely for personal satisfaction? Most people do not even have time to read the enormous amount of paper that is handed to them, and now we are wasting so much time in discussing whether this should be tabled or should not be tabled. I think that in order to permit us to reach some kind of solution on the basis of these present discussions, we should not go on forever and forever discussing the question of tabling documents which later are not even consulted.

Mr. GRÉGOIRE: I wonder whether the statement that was just made means that people do not consult the documents that are tabled?

Mr. BERGER: Yes, I said that most members do not.

Mr. GRÉGOIRE: Can we have a proof of this allegation?

The CHAIRMAN: I do not think the rules allow a private discussion between two members of the Committee.



(English)

Mr. BASFORD: Mr. Chairman, on a point of order—

Mr. GRÉGOIRE: On a point of privilege. Who is first, Mr. Chairman?

Mr. BASFORD: It is hardly material to this Committee whether some members of the Committee read their documents or not. It is certainly a question of privilege not material to this point of order that was raised. Surely Mr. Stafford would appreciate that the reason that the steering committee has in the past recommended that certain documents not be tabled was to protect the confidentiality of those documents. If we in this Committee are going to demand the production of internal communications, we are going to destroy the confidentiality of internal communication and we are going to go a long way towards destroying the very system of communication that we are worried about here. This Committee is surely concerned with the question of communication within the public affairs department and communication within the Corporation itself, and if all of those communications are going to risk becoming public documents, we are surely going to make it even more difficult to restore a proper system of communication up and down the line within the Corporation.

Mr. STAFFORD: May I explain what I meant first?

Mr. BASFORD: If I may say so, surely the witness, Mr. Thibault, is able to answer what happened and the effect of what happened, without citing documents or without any tabling of documents.

Mr. STAFFORD: Could I ask one more thing?

(Translation)

Mr. GOYER: I wonder if we are interpreting the word "intervene" in the same way. It might mean telling the CBC to do this or that, but "take cognizance of" is quite another thing. A memorandum has been put before us which—should one interpretation of the word "intervene" be accepted—would call upon us to intervene directly in the actual operations of the CBC. That interpretation would have serious consequences. But to be this is not really the case. What has been done here is that an attempt has been made to make us aware of a situation.

Now, with regard to this particular document, an assertion has been made and yet the tabling of it has not been required. What we are dealing with? Is it simply an intervention, a mere observation, a request, perhaps a direct threat? It might be a threat of suspension or dismissal. We should be told what this is all about without there being a requirement for the tabling of the document. We do not have to know where this begins and where this ends. All we want to know is to what extent this can be called direct intervention.

(English)

Mr. STAFFORD: I just want to make my position clear again. If I understood Mr. Grégoire correctly a moment ago, he said that any documents we have asked so far have readily been tabled. Was I correct, Mr. Grégoire? You said that every document we have asked for so far we have been able to get.

The CHAIRMAN: Definitely not.



Mr. STAFFORD: I will go one step further, and then leave it alone. I understand there have been two memoranda sent out, the first one was concerning the first point that Mr. Thibault is making on the federal election. He said that very serious penalization was threatened in this issue the next time it ever happened. This second occasion was the Liberal convention in Quebec where a supervisor objected to something that happened and another memorandum was made out stating that very serious measures would be taken.

I think that if these things are happening and threatening notes are going down to the lower levels, and this is causing the whole trouble in the CBC, then, my first question would be: Would Mr. Thibault give us as best he can—since he has already given us his interpretation of it—what was in this memorandum that made him come to the conclusion that very serious penalization would take place. I would also like to know what was in the second memorandum that brought him to the conclusion that very serious measures would be taken. If we do not get the answers to those questions, then we are hardly going to be in a position to find out where the communications break down. I am not asking for the document, but just for Mr. Thibault's recollection of what was in each of them; this would be sufficient for my purpose. Since he has already gone a long way towards giving us his interpretation of them, why can he not go one step further and give to us, to the best of his knowledge, what was in each one of them? That is all I asked for in the first place.

(Translation)

Mr. THIBAUT: I think I told you, and someone referred to this earlier, this was a serious reprimand directed to the program supervisor for having made that mistake.

(English)

Mr. STAFFORD: You are talking about the federal election or the Quebec convention?

Mr. THIBAUT: The federal election. I will come to the second memorandum in a minute. This first memorandum was addressed directly to the supervisor.

Mr. STAFFORD: Who was the supervisor?

Mr. THIBAUT: Lorenzo Godin. A copy of it was sent to me. This memorandum was in this spirit—

(Translation)

a very serious reprimand directed to the supervisor. The possibility of serious threats was raised, if such an error were repeated. Now, is that enough on the spirit of that memo?

Now, the second—

(English)

Mr. STAFFORD: Who wrote the first note?

(Translation)

Mr. THIBAUT: Mr. Grand-Landau, Director General of News.

Now, the second case. Precisely, I was coming to it. I hope that the notes will not contradict me. I do not think I said that a second memo followed for

the simple reason that the second case that concerns us, of course was one in which I did not see eye to eye with my director and vice-president. All of us, together, we discussed the importance and the seriousness of this error, and I tried to point out to both of them at that time under what conditions an error such as this, could be committed, an error which I admitted, as you know. On two or three occasions, the Director of News spoke to me—and also the deputy Director General of the Service, Mr. Payette—to say that at all costs we must record this case on paper so as, later on, to have the possibility of having a follow-up on it. Now, this recording on paper, in my opinion, was in the spirit in which the memo to Mr. Godin was written, that is to say, this recording on paper was in the same spirit, in other words: a serious error and definitive punitive action. I point out to you once again the conditions in which this error occurred. In the second case, we were dealing with a journalist whom we had initiated to Public Affairs, someone who was very well aware of the requirements of this new trade that he was practising, that this reporting was very difficult, there was last-minute work, and all that.

And I managed to convince my Director General or my Director of Information that the instructions—such categorical instructions and peremptory instructions which constitute a threat to the staff—would be addressed to that person were not in order and were such as to squelch the spirit of our program people. We should function on written instructions. This is at least what you are told in the future, be careful, this is what awaits you, and finally, be obedient.

I have other cases—

The CHAIRMAN: I think that we should allow the witness to conclude the list of cases.

Mr. THIBAUT: Yes, I have other important cases. Another case, the comment of Clément Brown. In the series of weekly comments which were entrusted to one reporter or a university professor for the duration of one week. We started this series, I'll tell you why, we started this series in an endeavour to personalize the comments, in other words, you have abstract commentators such as Jean-Louis Gagnon on CKLM, for instance. We endeavoured to do so. Of course it is impossible for us to give such work to a single commentator who works for 365 days, so we try to personalize a little more our commentary format by giving it for a whole week to a single commentator. There are problems in this connection, of course, as you know. It is on record.

Mr. Brown gave a commentary on the failure of Canada as a mediator between India and China and also in relation with the Kashmir war, I think it was. That particular commentary could be questioned in part. Mr. Brown will not deny that he was no specialist in international politics, of course. On the other hand, the ideas put forward by Mr. Brown could perhaps be considered as being biased also, to the effect that he reproached rather seriously Mr. Pearson for having failed where Mr. Kossyguine had achieved success. This commentary, as you know, gave rise to, on the part of Mr. Bona Arsenault, to that telegram which is on record. I think I am not mistaken if I say that this was a public reaction. It was made public and Mr. Arsenault's wire was made public. If it was made public, then I could produce it.

The CHAIRMAN: Was it made public? We do not know.

Mr. THIBAUT: Yes, it was. Yes, it was made public. Here it is:

Yesterday, on the news broadcast, your commentator, Mr. Clément Brown, dealing with the signing on an agreement between India and Pakistan, carried out a malicious and unjustified attack on the Prime Minister of Canada. Purporting to deal with a matter of international concern his main effort was directing to minimizing the efforts of honourable Mr. Pearson with a view to the reestablishment of peace in the Kashmir as contrasted with the part played by Prime Minister Kossygin of the Soviet Union. The incompetence of that commentator in the field of international affairs appears to be matched only by his political bias. How long will the CBC continue to use public funds to sow confusion, undermine authority by allowing attacks on those of our public men who are most worthy of the esteem of the public? There are far too many of these commentators, biased, fanatical or unscrupulously ambitious who have been paid by the CBC to participate in this nefarious work of demolition, sometimes through subtle means, sometimes in an all but overt fashion. Their incompetence is most remarkable in the fields of activity allotted to them; when will the CBC management fully assume its responsibility in a field where implications are so fraught with consequences for law and order and the country's future.

Mr. GOYER: May I ask a question at this stage? Was Mr. Brown a regular international politics commentator at the time?

Mr. THIBAUT: No, I have told you that the commentary is determined for a week's time. We have tried by establishing this system to give the commentator more liberty in the choice of his commentaries. However, we worked with him in an endeavour to make him cover a current event which we considered important. Therefore, there was a compromise between the two. Am I making myself clear? There was a compromise between the two.

(English)

Mr. MACKASEY: Could I ask a question here, Mr. Chairman?

In other words, Mr. Thibault, what you have been producing on the French network is the same type of program as the one we call "Viewpoint", but on a weekly basis rather than a nightly basis; and there was no attempt made, I presume, on the part of Mr. Brown, or the CBC, to create the illusion that any of his remarks, or his statement that night, were anybody else's opinion but his own?

(Translation)

Mr. THIBAUT: This is his personal opinion.

(English)

Mr. MACKASEY: What was he guilty of? When you hire a loose reporter like Mr. Brown, or Mr. Wilson, we will say, who spoke on that program, is it not understood that the gentleman who is participating is reflecting his own opinion?



(Translation)

Mr. THIBAUT: This is absolutely my point of view and that is precisely the case which I would like to outline to you as it is exactly the one we are interested in. This telegram from Mr. Arsenault, created, I may say, a commotion within the Public Affairs Division. We were asked at the general management level to consider very earnestly the merits of this series *Commentaires*. Moreover, we were asked practically then and there to give up this system. Consequently, our reaction was the following, we said: "Listen, we are not going to agree to call into question again a series that we have otherwise closely studied and that we want to experiment with thoroughly, solely on the basis of a telegram from Mr. Bona Arsenault, however respectable he may be. At least give us a few months to try to contain the kind of grave difficulty you are putting us into, because, you see, one of the grave difficulties was that from the moment a commentator takes charge of the program for five consecutive days, he can, like, let us say, during the present electoral period, choose to comment for five days on the actual provincial elections and create quite an impact on public opinion. You see, but, excuse me.

(English)

Mr. MACKASEY: I wish to ask this question, Mr. Chairman, for clarification: Mr. Thibault, are you telling me that you received a telegram from Mr. Arsenault that the program was terminated?

Mr. THIBAUT: No.

Mr. MACKASEY: Was this series continued?

(Translation)

Mr. THIBAUT: No. The first step taken by the management was to call into question again this series *Commentaires* because it felt that it was impossible to balance the subject matter of one guest's commentaries within such week. We conceded to some grave difficulties but on the other hand we have another commentary at a quarter past ten where we can counterbalance the subject matter every time we notice a lack of balance. Therefore, we have a good point. Then again our reaction was the following: "Listen, once more, we are not going to think such a series all over again on the basis of a telegram from Mr. Arsenault. Let's leave it, let's experiment further, let's see what it can give." A few months after having agreed to this, I found myself again with the Director of Information at the outset of the co-ordination meeting we hold every Wednesday and the Director of Information told me: "Marc, I am writing you a note which I will send you one of these days concerning the cancellation of the *Commentaires* series." "What, the cancellation of the *Commentaires* series?" "Well yes," he said, "considering what we discussed and so on, I think we must come to a decision." I said "Listen Mr. Grand'landau it might be necessary to evaluate the experience we have made this past few months and especially to meet the supervisor and the producer of the series so as to find out their opinion." Mr. Grand'landau agreed with me, put away his papers which I did not see in the file and organized a meeting. At the end of that meeting, we, the producers, supervisors and division heads, succeeded in showing the information division the merits of such a series, the possibility of continuing it and of coping



with certain difficulties in balancing the programming and we were able to go on working. However, we withdrew it for very special reasons during the provincial elections, so as to avoid the kind of difficulties I mentioned before. So there, if I, a divisional director, had gone along with Mr. Grand'landau and said to him "very well, send me your notice and we will accept your decision" and so on, this series would have been finished. Now, my opinion is that those most directly affected, those most directly responsible, those who know the program, those who live this program, who experience it daily and those who are in it, the tandem I was speaking about before, the supervision and production tandem, is the important tandem that will contribute to the success of the management of the program at CBC. That is another example which I feel is extremely significant.

Mr. PRUD'HOMME: Sir, may I ask a question on that incident? If you knew beforehand that Mr. Brown was, let us say, a recognized supporter of a political party and secondly, that he had no knowledge of international affairs, did this not mean, that the commentary would be a little—

Mr. THIBAUT: I must first tell you that Mr. Bona Arsenault has even less knowledge of international affairs than Clément Brown.

Mr. PRUD'HOMME: I am not here to defend Mr. Bona Arsenault. I know that it is very easy to raise a laugh here but if this telegram had been signed by anyone else than Bona Arsenault, you might have attached more importance to it.

Mr. THIBAUT: Perhaps.

Mr. PRUD'HOMME: Bona have his own temperament, you have yours and everyone has their own, I did not ask this question for the purpose of discussing Bona Arsenault's personality, I have no such intention and I don't think you have either. I want to know and with good reason I think, if you admitted beforehand that Mr. Brown was a recognized supporter of a political party, as he is entitled to be, and secondly, that he had no knowledge or very little of international affairs. You do not admit in advance that you were risking—

Mr. THIBAUT: It is necessary to see the conditions in which such an operation takes place.

Mr. PRUD'HOMME: I don't believe that Mr. Bona Arsenault would express an opinion in a telegram concerning international affairs.

Mr. THIBAUT: No, but I admit I think the way he judges that commentary is absolutely unacceptable. It is fallacious sectarianism—

Mr. GRÉGOIRE: Mr. Thibault, apart from the way it was done, let's forget about Bona Arsenault's telegram—

Mr. THIBAUT: All right.

Mr. GRÉGOIRE: You yourself were saying before that you discussed among yourselves the quality of that commentary.

Mr. THIBAUT: That is correct.

Mr. GRÉGOIRE: Was it not from the beginning an error of judgment on the part of the Public Affairs Department to choose as commentator on an international matter a journalist who does not specialize in international politics?

Mr. THIBAUT: Let us agree, Mr. Grégoire, that mistakes of this type can happen. I think I have been saying so all along. Errors of judgment in a program operation...

Mr. GRÉGOIRE: Is it not precisely the top Management's role to give a warning when mistakes occur? Is it not the top Management's role to see about rectifying or preventing them?

Mr. THIBAUT: I told you that a program Supervision Service is responsible. If this Supervision Service is responsible, do it the justice of assuming that it will also notice such mistakes. Do it the justice of assuming that it will then bring such a problem to the attention of a division head or of the supervision head. An attempt of rectification will be made. On the other hand, you have to admit that if a commentator is given the possibility of choosing from a wide range of topics he will not remain within his province. Of course you work with him. The producer may very well tell him: "I think that this matter lies outside your scope"; he may very well tell him so and sometimes does. If the commentator persist in doing so we are obviously faced with a certain problem. But all this is part of the operation's process. But, I am giving you this example simply to illustrate that the interventionism of the Head Management is made in the same spirit as that of our own management. I am answering your questions and I am as much aware of the difficulties as you are yourselves. At my level and at the supervisor's level, I assume responsibilities of this kind, of balancing, correcting and so on. But, upon receiving a telegram from Mr. Arsenault, I do not immediately call the series into question again and I do not think of cancelling that series two or three months later either.

*(English)*

The CHAIRMAN: I would like to remark here that this review of cases will be endless if five or six members have a supplementary question on each case. I do not particularly mind if that is the wish of the Committee. However, if we want to reach the end of this I think the members should refrain from this type of questioning and keep their remarks for later when they have the floor.

*(Translation)*

Mr. GRÉGOIRE: Mr. Chairman.

The CHAIRMAN: I am sorry but Mr. Duquet asked the floor before you.

Mr. DUQUET: Mr. Chairman, I will not ask a specific question on a point or a case mentioned by Mr. Thibault. I was struck by one case: each time Mr. Thibault is asked questions on the CBC head authorities' intervention he seems firmly decided to say that they are not willing to tolerate any intervention on the part of the authorities and this seems extremely peculiar to me. Mr. Thibault told us time and again that the CBC authorities' interventions are not desirable, that there must be no interventions, that the supervision—production tandem, and so on, must operate without interventions on the part of the

authorities; and it seems absolutely abnormal to me that a producer cannot accept the idea that senior authorities may intervene even at the CBC just like in any other field.

The CHAIRMAN: Mr. Grégoire.

Mr. GRÉGOIRE: Mr. Chairman, I would simply like to add a few words concerning your intervention. You mentioned that the debates should be brief; it is even better to ask our questions on each case instead of coming back in turn to the same matter; it is just as well to have done with one case at a time.

The CHAIRMAN: If that is the way the Committee wants to proceed I have no objection.

(English)

Mr. BASFORD: Mr. Chairman, I am sorry to ask a question because I agree with you that we would like to stop these questions. However, I wish to ask something in regard to the translation. As I understood it, what Mr. Thibault said is that he suggests there should be a conference among the producer, the supervisor, his superior and himself; and there was a conference as a result of which the series was continued but was cancelled because of the provincial election.

Mr. THIBAUT: That is right.

Mr. BASFORD: If I have not lost anything, then I am in difficulty to see what is wrong with management. There was this process of consultation and as a result the program stayed open.

(Translation)

Mr. THIBAUT: I gave you that example to show you exactly how—and I think I am answering this gentleman's last comment—program management operates at the senior as well as at the intermediate level. I am very sorry if I am giving you this impression. I am not at all opposed to the Top Management's duties, I believe I stated that ten times. I am opposed to a management that needles on every available opportunity in such a manner that everyone is continually held accountable and is completely at sea. In this particular case, as I believe I said, I told the Director of Information: "Listen, we can't act this way, that is to say, we can't call this series into question again on the basis of the telegram; a conference must be held at all cost." On the other hand, two or three months later the Director of Information who seemed to have come to a decision conveyed it to me in writing. I then asked him, "could we please consult the people responsible at the production and supervision levels before making a decision". I myself suggested to the Head Management that it should manage the program in an entirely different fashion, do you understand? And I am not opposed to that kind of a management, on the contrary, I myself suggested it. That is the management we need, one that is in close contact with the program, within the structure and the very small circle I mentioned, the circle comprised of the Director, Vice-president and the Director of Information. Does this enlighten you a little?



(English)

Mr. BASFORD: I am sorry to interrupt, but I have difficulty in seeing where the complaint is because you suggested consultation and there was consultation.

Mr. THIBAUT: I do not believe—

Mr. BASFORD: The result brought about what you wanted. I thought we were going through an example where management intervened and ruined consultation.

Mr. THIBAUT: I told you it was mainly by my own reaction, my own sensibility with the program people and program problems that I succeeded in persuading my top management in meeting with those people and in discussing the problems with them. I say that this type of management is a nice management, and I would like it to operate regularly in this sense. If we succeed in acting in this manner I am quite sure that the responsibility at—

(Translation)

—will be respected at each level, and then relations between the Top Management and the Middle Management of the program will be very congenial.

(English)

Mr. MACKASEY: Mr. Chairman, I feel duty bound to—

Mr. GRÉGOIRE: I will go on.

Mr. MACKASEY: —raise a point because the word “complaint” has been used and there is the matter of interpretation involved. Mr. Thibault, as I understood it, the way you used this example was not as a complaint, but as an example of how management should function. Am I right in that?

Mr. THIBAUT: That is right.

Mr. MACKASEY: In other words, top management was brought in to discuss this matter at your request as manager of the program?

Mr. THIBAUT: No.

Mr. MACKASEY: Originally?

Mr. THIBAUT: Originally it was the reaction of top management—to reconsider that series. First it was this reaction. Then I succeeded in reversing the steam, in interesting my top management. So there is this problem involved and the way of approaching it.

Mr. MACKASEY: What you are trying to say is that you would like the opportunity to manage any contracts for which you are hired?

Mr. BASFORD: No. He wants the type of management that will listen to him.

Mr. THIBAUT: The question is the nature of the enterprise, as many people have told you. Perhaps you have the feeling that these bloody people are against authority and are against top management, et cetera. This is not so at all. We are for top management, we are for management at different levels, and we are for responsible management at different levels assuming their fu



precise responsibilities. Therefore, we require a definition of those precise responsibilities.

Mr. BERGER: You would be for management as long as they managed to your own taste?

Mr. THIBAUT: I can give you a good example, Mr. Berger.

Mr. DUQUET: But what you just said is contrary to what you said a moment ago. You gave the impression that it was not your feeling at all because you said they would interfere much too often.

Mr. THIBAUT: That is right, but this is your impression.

Mr. DUQUET: Those were your words.

(Translation)

Mr. GRÉGOIRE: You said a while ago that you were for authority to the extent that it does not interfere with you. Would there be any use for it then?

Mr. THIBAUT: No. Mr. Grégoire, I just spoke about the problem and the nature of the program. Then I talked about the people inside the program. Do not ask me to define the responsibilities of my head office, of the vice-presidency, of the department of information and so on. What we do require to a great extent is... I will give you an example...

The CHAIRMAN: Will you please not interrupt the witness.

Mr. GRÉGOIRE: I want to return to the first point since what you said a while ago is on the record. You said that you were not opposed to authority, except in so far as it did not interfere.

Mr. THIBAUT: I am in favour of management. I think we should return to the notes which express what I was trying to say a while ago. I support management at various levels. I support management functions clearly defined at these various levels. Management should know exactly how it should operate at these levels. Don't ask me to determine the Vice-Presidents responsibilities. And if the Vice-President, at one stage, on the basis of 15 seconds on *Présent*, interferes to call all this into question again, then I say that the Vice-President of the General Management has a very odd conception of his duties and of his responsibilities because at that stage, at my level I do not—I am also the Intermediate Management—I do not at my level; How do I proceed? I make a comprehensive evaluation of the operation and of its results. Mr. Basford mentioned Separatism before. I, at the head of the service, study our activities in this field, during a given period of three months for example, to see how we effect, let us say, Separatist ideas; I am not alarmed each time I hear a separatist opinion voiced on the air or on television. What concerns me is to know whether a proper and sound balance will be maintained in this. This is the Intermediate Management's procedure, I would like the Head Management to operate in the same manner by making comprehensive evaluations and then, if very grave and serious difficulties occur in our politics, we will also suffer the consequences of course! Well, listen, we are service heads and supervisors, we must behave honourably and assume adult responsibilities in duties such as these. I'm telling you, if these responsibilities were clearly determined, the

Top Management would operate very smoothly! They have considerable responsibilities and, believe me, I would not like to be in their shoes. The directing of a great machinery like CBC, the basic options of this machinery, its extension on a technical scale throughout the country, all that represents the French and English networks, the measures involved in that on both sides, the budgets, the staff and so on. Those are the tremendous responsibilities the Top Management must assume. But, to be more explicit, I'll give you an example, because I feel I'm up against a certain incomprehension on the part of the Parliamentary Committee and I would like to try to make myself understood.

Consider the duties of a producer and of a supervisor, they are of capital importance in the tandem creation of a program. Now, do you know that the duties of a supervisor have not been determined for years; we have been asking for a definition of these duties for year; it does not exist. One of our supervisors resigned after having asked for a definition of these duties. If in a regularly controlled management, the management decides precisely to ask for an account of what script was written there, of what was said by the host, of what turn the interview took, the supervisor must then also have the authority to be able to give an account of this. Now, in the present context, on the French network's side, with the Producers Association, the definition of the producer was given to you by Mr. Désorcy. I don't know if you were there; he said that the producer, who obtained recognition through the convention, has the greatest possible authority which is only limited by the higher interests of the CBC. Do you realize then that the supervisor, to fulfill his duties with the service manager i.e. the intermediate Management and to ask for reports on, as I have just told you, a script, the trend of an interview, the presentation of this interview and so on, must know what his responsibilities are in relation to this producer. He does not know.

(English)

Mr. BRAND: May I ask a supplementary question?

The CHAIRMAN: I am afraid we will have to adjourn now. It is five to 1 o'clock.

Mr. BRAND: I would like to ask one quick supplementary question.

The CHAIRMAN: You now have two very quick questions, Mr. Brand.

Mr. BRAND: I just wanted to ask, à propos of what you have been saying do you feel that it would be better in the Canadian Broadcasting Corporation set-up at the moment to incorporate the type of methods which are used in the American networks where the production supervisors are at the vice-presidential level and the servicing departments are in the middle management level where you are at the moment?

● (12.55 p.m.)

Mr. McCLEAVE: You might get promoted before the day is over.

(Translation)

Mr. THIBAUT: I would like to answer your question this afternoon.

The CHAIRMAN: Mr. Allard.

Mr. ALLARD: Are the supervisor's duties with regard to the English network determined?

Mr. THIBAUT: No.

Mr. ALLARD: Secondly, I would like to ask you a brief question: Are the members of the Top Management—we are beginning to fully understand your work, the freedom of creation, etc.—all specialists, men who have lived closely with producing, directing, creating?

Mr. THIBAUT: Mr. Allard, I told you yeaterday—I am so thoroughly convinced of this reality—I told you yesterday that I myself refused a higher position in the organization which my management offered me and that, in all confidence, I refused this higher position for the simple reason that I consider that by rising in this hierarchy of the administration and of the general business operation I would lose contact so much with the reality of the program that I would become less and less a program man and what basically interests me in this work is to remain a program man until my retirement.

Mr. ALLARD: For you this is all very well. But, would it not be desirable for the Top Management to include more and more specialists who have lived closely with producing and directing and who would understand your work and lead to better communication . . .

Mr. THIBAUT: But, Mr. Allard, some are rising progressively. For example, David, who was just appointed assistant general manager last year and who is Mr. Ouimet's assistant. Men like that are rising in the hierarchy and it is to be hoped that more and more of them will do so, even in spite of the tragedy I just told you about.

The CHAIRMAN: So, at 3:30 this afternoon or after the question period.

# (AFTERNOON SITTING)

● (3.55 p.m.)

(Translation)

The CHAIRMAN: Order, if you please. Mr. Berger.

Mr. BERGER: Then, Mr. Thibault, a few questions that you might find tactless—not too much so I hope—the object of which is only to throw some light on a problem that is sometimes very difficult and to which we must attend at the present time. In order to be very clear on this, Mr. Thibault, did you, in one way or another, receive some special instructions . . .

The CHAIRMAN: One moment, please. Apparently, there is something wrong with the interpretation system.

Would you please repeat your question, Mr. Berger?

Mr. BERGER: Did you, Mr. Thibault, in one from or another, receive, let us say, some special instructions, either from the Corporation or from some member of this Committee, the purpose of which would have been to facilitate,



to direct, or to clarify your evidence? Could you, by any chance, have recieved certain information to the effect that this or that member was favourable or not, as the case may be, to your cause?

Mr. THIBAUT: No, not that either.

Mr. BERGER: Thank you. According to you, if I understand correctly, since the Corporation, of its own initiative, introduced certain administrative changes a few months ago, following suggestions from an internal management Committee and according to the details shown in the organizational chart given to us a few days ago, the situation, as far as the French network is concerned, might be in worse shape than it was before. Is that correct?

Mr. THIBAUT: I have stated clearly that the re-organization of the French network has led to a deadlock. Is the situation worse than it was before? I do not wish to define it, but I know that we are now in a deadlock.

Mr. BERGER: Could you explain briefly in what way you are in a deadlock?

Mr. THIBAUT: I have stated in my brief and, I believe, I have repeated it this morning, that the basic reason for the re-organization, that is the bringing together of the two departments, news and public affairs, was to bring the two departments closer together, to see exactly what co-operation could exist between the two. The purpose was also to determine whether information, as seen in a certain way, could be divided between the two departments, public affairs and news. The result, as I told you this morning, is this situation where, after six months of this new set-up, the news department wants to amalgamate the public affairs department and, more and more, my colleagues and I believe that the solution lies in a return to internal management of Canadian television.

Mr. BERGER: Are you personally of the opinion that it is truly a lack of mutual confidence between top management and management in your own department that is the cause of the problem, or, rather, would it not be a lack of communication? I take Mr. Watson's case as an example, if I may come back for a brief moment only to the "Seven Days" affair. Mr. Watson stated that, had he heard of the news that concerned him through the "proper channels", everything would have been in order, everything would have been normal. To my way of thinking, he may have been too sensitive, but—

Mr. THIBAUT: As far as the French network is concerned, it seems to me that it is very difficult to conceive of such a lack of confidence, as far as I am concerned at any rate. Mr. Désorcy was asked that same question. He gave a personal opinion and said that one had the impression that Marc Thibault director of the department, did not have the confidence of his superiors. I must admit that I do not understand, considering that I could have remained as supervisor of the program "Aujourd'hui" and that my superiors were willing to let me become again director of the public affairs department. They must have some confidence in me. That is not where the problem lies.

Mr. BERGER: Now, I refer to pages 20 and 21 of your brief, at the very bottom of page 20, section 4. You state: "The whole production staff, behind the cameras, must necessarily be creative, have imagination, and be extremely sensitive—" I found this very interesting, "—exacting, aggressive" and, "nothing



is more harmful to such a staff than coercion and censure." With regard to the creative spirit, do you believe that if I hired you to work for me as an idea man, if I were the owner of a business concern, that I would automatically be compelled to accept all your ideas without having the right to choose among them those that I preferred and to tell you, as head of that concern, to drop what I did not like? Let me give you an example. In my country, there is the Islet foundry that manufactures stoves for *Bélanger Limitée*. If management decides to promote the sale of the Chatelain stove, for example, and the draftsmen, the architects and the assembly-line men, because that is the work they do, say that other stoves would be better, should management persist in its plan to promote the sale of the Chatelain stove or should it bow to the wishes of these people?

Mr. THIBAUT: I believe I have already answered the question at length. In radio and television, the basic choices belong to headquarters. On the other hand, I believe the staff gives inspiration also. The best example I can give you is our magazines. This idea did not originate with headquarters; that is, headquarters did not produce a single program. What I mean exactly is that new ideas such as that, and whatever follows, come from the "troopers" with regard to the programming. Of course, I do not wish to compare the CBC with your company.

Mr. BERGER: Nevertheless, it remains that—and I wish to bring out this point of the possible destruction of the creative spirit—there is too much pressure. But, new ideas are numerous in the company I mentioned.

Mr. THIBAUT: Starting from the basic choices, Mr. Berger, and that is what I have tried to explain, when you start a magazine, like "Seven Days" or like "Aujourd'hui", when you have decided what direction to give to such magazines, when you have defined, on the whole, the policy of such magazines, when you have agreed on the subjects to be dealt with therein. And here let me refer you to the Halifax memorandum wherein it is made quite explicit with regard to both "Aujourd'hui" and "Seven Days". From there on—what I am trying to make clear in my memorandum and in my evidence—from there on, you the management, have to rely as completely as possible on that personnel. Otherwise, if as top management you become for various reasons the immediate supervisor, and in other words, the middle management of this magazine, you are entering into a set of distorted and explosive relations.

Mr. BERGER: Mr. Thibault, following the same train of thought, you state in item 7, page 23: "Each time that Head Office and the Board of Directors see fit to substitute their higher management for middle management in decisions regarding programs and production, . . . they create a false and confused situation, are the cause of erratic procedures, and develop confused and explosive channels of relation within their proper structures."

Mr. THIBAUT: It is what I have just told you.

Mr. BERGER: Indeed, and it is why I agree . . . but you might perhaps lead me to deduce from it that you would simply ask to have a free hand?

Mr. THIBAUT: No, this is not possible. I specifically spoke about a planning of relations at the various levels, and about a definition of responsibilities

enabling the application of responsibility and authority where needed by means of its ad hoc delegation. Thus I hold that supervision remains in the strictest sense the representative of middle management. Furthermore, in my own case—I have already told you this three or four times—the moment I left the supervision of “Aujourd’hui” to become network director, I set myself as a line of conduct to interfere as little as possible within this “management”, being aware that management was competent and that it could be brought into line if need be, and I thus ended up by giving it the broadest margin of latitude possible in the running of this production, in my name, and in the name of my own superiors.

Mr. BERGER: With your leave, and while following up the same line of thought, let us take a closer look at the situation. On page six, you quote Professor Hoggart and Sir Hugh Greene of the BBC, who state that it is necessary to oppose all attempts at censorship by these “old watchdogs”, namely the higher clergy, the leading article writers in newspapers, the presidents of national associations etc., who like to think of themselves as being the traditional trustees and defenders of a certain level of culture, although they frequently lack the intellectual qualities and the necessary imagination to justify their intentions. According to you, are the people in charge of Public Affairs in both the French and English network the only ones to set limits, to determine what is good, what is not good, what is moral, what is immoral and so forth?

Mr. THIBAUT: I think you have the answer in your own mind. I believe to have said last night to Mr. Grégoire, that any type of attempt at censorship—you will remember that I said that I believe in intermediary bodies, I believe in pressure groups, I believe in local representative organizations, I believe in responsible political parties, and I believe that any kind of representation on their part is admissible. But I am against any attempt at censorship and coercion brought about especially in a clandestine manner. Here I am referring to a reality: lobbying. You know as well as I do that in this respect lobbying is initially very often an attempt at censorship and coercion. I do not think that we are faced with that eventuality and furthermore, I think that in such an instance we stand a good chance of having to do with authorized representations which are of value and are worthy of consideration in our operations. This, of course, is an entirely different state of mind.

Mr. BERGER: Page 34 in your memorandum: “It is true that we do not believe that Head Office and our top management are better suited than we are in evaluating our programs, the environment for which they are intended, and the success which these programs reap.” I wonder how you are able to conciliate this fact, for instance, because to me it appears to be quite categorical. Then may I—

A VOICE: Which page, Mr. Berger?

Mr. BERGER: Page 34, Item 5. “It is true that we do not believe—” A quick question: according to you, would it be better, or would it be different, if you had another management than the present one? Furthermore, does top management not receive, in your opinion, enough diverse reaction from every corner of

the country to keep it automatically up-to-date as to the rating of your programs? Top management is informed, after all.

Mr. THIBAUT: Let me refer you to another paragraph. You see, it is possible that due to the conditions wherein it operates, Head Office has all too frequently a reactionary or conservative evaluation of our environment and of our programs. Further on, I also added—I do not know whether I shall be able to find it easily—that the isolation of the Head Office from the physical, psychological, emotional, intellectual, and creative reality of the centers of production severely conditions its understanding. This is a problem which confronts us when trying to put across the conception of our programs and also in the matter of understanding policy. If you will allow me to add to your question, I believe that the most serious part of this business is to be found in my memorandum, where it refers to the fundamental divergences existing between our president and Public Affairs on the French and English network with regard to the interpretation of policies. Now, I did not invent all this. We have witnessed for a number of years the evolution of a broadening Public Affairs policy, as well on the French as on the English network. When our president comes to see us in Montreal and explains what the traditional policies of objectivity are, we are obliged to tell him: but this no longer quite applies to the views we now hold. We are thus quite far apart: Have you noticed that there are now subjects on which we editorialize? Take a subject like lotteries. We have agreed that a director may handle the subject and the program itself in an editorial manner. The president discovers it and then tells us: "I realize that deep divergences of views have developed between us and you in Public Affairs on the French and English network. It will be important to reach a meeting of the minds in order to try and get back onto a common wavelength."

Mr. BERGER: Mr. Thibault, on page 35: "Head Office should rather busy itself with providing its responsible personnel with adequate means whereby to evaluate its programs properly and know its public better in order to serve it better." You are thus aware that improvements could certainly be made on your side in this matter. Some could probably also be made by the Head Office. Could you also briefly tell us what these adequate means might be?

Mr. THIBAUT: Our audience research service is very badly equipped. I believe to have said yesterday that our audience research service has started an audience research operation this year, in English I believe, which has turned out to be very interesting and extremely profitable. It allows us especially to probe the public's reaction by means of a sample public selected throughout the country, making it possible to gather reactions not only to the program but also the themes within the program and even to elements within the program such as the directors. It is this type of audience research work which made it possible to establish that the directors of "Seven Days" were in fact the identification mark of the program and the direct link with the public. This is only one aspect of the question. We are very badly equipped in terms of having an exact knowledge of the public to whom we address our programs. Several hundreds of thousands of dollars should be used, and quite a bit more, in my opinion,—we use millions for the program—in order to be able to get to know this public.



Furthermore, we should definitely be able to establish far more efficient consultation mechanisms with our environment, and with regard to this, the Canadian Institute for Adult Education had suggested an organization of this kind to us some years ago, which would have cost a few thousand dollars, and which I think would have been a great asset to us by making it possible to take correctly the pulse of the evolution of a whole environment in a multiplicity of spheres of activity: industrial, economic, intellectual, agricultural, labour, etc.

Mr. BERGER: Mr. Thibault, I was listening to a radio program; it was an editorial by an Ontario station in Oakville, CHBO, which said:

*(English)*

In the CBC's case, the producers have decided they know more than management about running the network so they are prepared to defy authority.

*(Translation)*

On page 39, when you reach your conclusions, asking yourself, "Should I resign?" you say, "I don't think so", and speaking in the name of one of your colleagues, "You see, we are too convinced of sharing large responsibilities with our top management in the orientation and evolution of such an important and decisive sector of programming of the Corporation, Public Affairs." Taking into account the editorial of a private radio station and of a good many other people who may share those ideas, what precisely do you understand by sharing large responsibilities, sharing management? This is where there seems to exist—there probably is no understanding between the top management—

Mr. THIBAUT: We share large responsibilities in the orientation and evolution of a very important sector. I have told you since yesterday, I believe that 99.99 per cent of the programs are made by us. These programs are made as far as possible in contact with an environment which we try to know as well as possible; we try to make these programs by drawing on material which we try to explore intensively. I believe that an entire personnel thus engaged is highly responsible in an enterprise with regard to the orientation and evolution of this sector. This is my fundamental idea. This is the starting point, and the entire program organization of the CBC must be thus conceived. It is from this point, from the people operating in the field and who have their arms full with this complex of responsibilities, that Head Office should, in my opinion, take the pulse of its service, of its services, of its orientation, and of its evolution. This does not mean that Head Office does not have the authority, the power to redress, to reorient to the best of its knowledge—and here I am speaking of a state of mind. If I were Head Office, I would first of all be sensitized to this fundamental reality of having a field personnel whose main line of work is programming.

Mr. BERGER: I have one last question, time permitting.

The CHAIRMAN: The last one.

Mr. BERGER: Page 9 and page 14. I shall quote and if you wish you may verify. "Whether it wants to or not, whether it tries to or not, and whether it achieves it directly or indirectly, the CBC, due to its very nature as a public enterprise, contributes mightily in the shaping,"—and I insist—"in the shaping and orientation of public opinion and in favouring far-reaching social an



political changes in our midst." On page 14, following the same trend of thoughts: "Under these conditions it is evident that our ventures contribute directly in orienting, forming, and influencing public opinion and that the CBC, together with an entire segment of this public, takes a stand and militates in favour of an opinion, an individual, a group or even a country." My last question is: "How can you conciliate these facts with your answers, let us say to Mr. Prud'homme last night, and this forenoon to Mr. Stafford, that you, personally, could not see the CBC becoming a promoter of national unity, which in my opinion is an extremely important factor especially at the present time. How do you conciliate this?"

Mr. THIBAUT: I simply believe, Mr. Berger, that it would be doing a bad turn to the country to have the CBC become the promoter of national unity and this, by the way, is a personal feeling. It is not up to us to engage in the promotion of national unity any more than it is up to the Council to engage in the promotion of Christian unity. What does the Council do in order to bring Christians closer together? The Council has created the kind of state of mind and has released so much freedom within the entire Christian world as to allow Christians of all religious denominations to meet, to rediscover each other, to observe each other, to reflect upon their mutual attitudes, to share, to exchange, and perhaps to become better Christians, and perhaps to reach Christian unity. Had I been the Council, and had I taken up the promotion of Christian unity right at the start, in the perspective of a propaganda, which is especially what I wanted to say, I would now be very unhappy because I would have the conviction of having taken the wrong track.

Mr. BERGER: Mr. Thibault, I thank you. I agree with you that we must observe ourselves; but perhaps not necessarily in the mirror which is occasionally presented to us by certain programs. Mirrors may be convex and lead us to see things under a different angle.

Mr. THIBAUT: This is another matter, Mr. Berger.

Mr. BERGER: Right now, I thank you very much.

The CHAIRMAN: Mr. Goyer.

Mr. GOYER: Mr. Thibault—

The CHAIRMAN: I beg your pardon, Mr. McCleave. I made a mistake in the list.

(English)

Mr. McCLEAVE: My question will be reasonably brief, Mr. Chairman.

Mr. Thibault, do you meet with senior management on a regular basis?

(Translation)

Mr. THIBAUT: I most frequently meet the director of information, Mr. Grand'Landau, Montreal representative for Mr. Marcel Ouimet, who is the vice-president and general manager of the enterprise. I met the President of the CBC once since 1959, and this was at the time of the strike.

(English)

Mr. McCLEAVE: Well, how often do you meet these other gentlemen?

(Translation)

Mr. THIBAUT: We have a weekly coordination meeting in the French network where we submit in fairly detailed manner a very large part of the ventures which we plan to introduce into our controversial public affairs programming.

(English)

Mr. McCLEAVE: Is Mr. Marcel Ouimet's representative present at such meetings?

(Translation)

Mr. THIBAUT: Mr. Marcel Ouimet has his personal representative, who is Mr. Grand'Landau.

(English)

Mr. McCLEAVE: Take the matter of Mr. Mitterand, the defeated presidential candidate in France. I understand he has been sent his plane ticket to Canada. Is that correct? Was this done on your authority, or was it done on higher authority?

● (4.20 p.m.)

(Translation)

Mr. THIBAUT: You are putting an extremely difficult problem, Sir. The reason being that in our enterprise we have not yet quite succeeded in establishing which these extremely important, very important, important, or less important problems are which we may or must submit to the higher rung of authority, or to a yet higher rung and so forth. With regard to this co-ordination meeting, we operate like this. We submit a project, and then, this is how I proceed. I furnish my information director with as much information as possible. This overload of information is necessary precisely because I do not exactly know what is and what is not to be submitted. Thus I pile on the information. We submitted the Mitterand case to the attention of our information director. What has happened? I am of the opinion that the director of information, Mr. Grand'Landau, judged that he had the responsibility to undertake this venture. He gave us the green light, and we proceeded. After a certain time, when everything was under way, the tickets were reserved, you are right, and so forth, I received a telephone call from Mr. Grand'Landau saying: "I have bad news for you. The program committee has just met in Ottawa and is not in favour of the project to have Mr. Mitterand come to Montreal". This is one of these instances where we do not know what or whom we have to face, and as I told you this morning, which literally upset our entire operation. Because at that moment, the supervisor already had the venture under way, thanks to the green light which I had given him. He had drawn his collaborators into this extremely important and far-reaching venture which was also of great prestige for "Aujourd'hui". He was then obliged to cancel it, and had to tell his personnel, "I do not know what has happened, there must have been some loopholes somewhere. It seems that the whole business had been submitted by Marc Thibault to the director of information, but unfortunately i

appears that the program committee at Head Office, to whom the matter was subsequently referred has judged it preferable to cancel this project." Such a case of erratic procedure is extremely prejudicial to us.

(English)

Mr. McCLEAVE: Well, then, I take it that the Mitterand interview was, as you thought, approved at this particular meeting, and that no steps had been taken to engage him to ask him to come to Canada until approved at the meeting; is that correct?

Mr. THIBAUT: Will you repeat the question? I did not understand the translation.

Mr. McCLEAVE: I imagine, Mr. Thibault, that I will not be able to repeat the question, but I will try to put it in this way: Where any steps taken to have Mr. Mitterand come to Canada before that particular meeting was held?

(Translation)

Mr. THIBAUT: No, not at all. You see, the supervisor submits the projects to me. I submit it to the director of my information service. I have nothing against it, if the director of information, Mr. Grand'Landau, decides that he can assume this responsibility at his level. It thus appears that he decided to take this responsibility at his level and gave me the green light. When we came to Ottawa to attend a meeting at Head Office we spoke at length about the interest of this project, the importance of this project, and about the great prestige which would accrue to the program thanks to this project. We even went further. When the project took a concrete form, I asked Mr. Grand'Landau who would take it upon himself to meet Mr. Mitterand at the airport, whether the CBC should organize a press conference for Mr. Mitterand, questions which Mr. Grand'Landau took down in order to bring them up eventually, and I suggested that Mr. Marcel Ouimet should be the one to meet Mr. Mitterand. Next day, I was told that the program committee was not in favour of this. I wish to point out that the program committee was not in favour of this for reasons which could stand their ground, but the erratic functioning and the very great difficulty in operating our enterprise lies precisely in knowing who may take, at what level, such a decision in a definitive manner. In my memorandum I put a series of questions to this effect.

(English)

Mr. FAIRWEATHER: Ask him why.

Mr. McCLEAVE: Would it be helpful if Mr. Marcel Ouimet were to attend those weekly meetings in Montreal along with the other gentlemen you mentioned?

(Translation)

Mr. THIBAUT: This is what we do, Sir, after each co-ordination meeting. We draw up a report of this meeting, which is sent to the office of Mr. Marcel Ouimet. What draws my special attention in this is the definition of this co-ordinating committee. I should now like to find out what the mechanism of his co-ordinating committee is, which authority disposes of what, whether we



function solely on the basis of goodwill between us when we submit subjects open to controversy, or whether this co-ordinating committee has executive and responsible standing and functions within our organization.

(English)

Mr. McCLEAVE: Well, I take it that you agree that it was the right of senior management to tell Mr. Mitterand to stay in Paris, but it came after plans were made to bring him over here. This is what you object to? You do not object to the decision taken by management, but you object to the way in which the decision came; at such an hour it was embarrassing?

(Translation)

Mr. THIBAUT: Had I known the reasons why Head Office opposed Mr. Mitterand's visit to Montreal at the time that I submitted the project, I would certainly have asked our vice-president, Mr. Ouimet, for an interview in order to discuss this business. But we submitted the project to our information management which is above both our services, and which we consider as our responsible management. This information management took its decisions; given this decision and the green light we had been given, we went ahead with our operations and then the whole thing backfired when Head Office told us to drop it.

(English)

Mr. McCLEAVE: Do you know why Mr. Mitterand was not wanted in Canada on this program?

(Translation)

Mr. THIBAUT: I must answer, sir, that the versions I have of this and which emanate from my personnel, from Mr. Grand'Landau, and from Mr. Marcel Ouimet who communicated some to me and also to others, are too contradictory and thus I do not dare express myself on the matter.

(English)

Mr. McCLEAVE: We can ask Mr. Ouimet. I understand he will be a witness later on.

Mr. Thibault, is not a large part of the problem a geographical one? You have management in Ottawa, English language production in Toronto and French language production in Montreal; that is, your production centres are removed from senior management. Is this not the problem, or a large part of the problem?

(Translation)

Mr. THIBAUT: I think that the main problem is another one. The main problem is the decentralization of our enterprise. When I see ourselves, given our salaries and the responsibilities which we exercise, obliged to ask authorization for the hiring of certain personnel, for the approval of certain trips, I ask myself how it is that in Montreal, at the level of regional deputy-management, it is not possible to take these decisions. The centralization at Head Office appears to be to be exactly one of those situations which are the source of very great conflicts.



(English)

Mr. McCLEAVE: I take it you share the view of Mr. Reeves Haggan, your counterpart on the other language network, that there should be shifting about of powers in the Canadian Broadcasting Corporation, and that there should be more of these powers in middle management and less in top management; is this correct?

(Translation)

Mr. THIBAUT: I believe so, sir. If the middle management is responsible and has the confidence of Head Office.

(English)

Mr. McCLEAVE: Thank you very much.

(Translation)

The CHAIRMAN: Mr. Goyer.

Mr. GOYER: In your memorandum, Mr. Thibault, you mentioned, with reference to the structures and the functioning of your service, that you are of the opinion that the orientation of production, the evaluation of the output of personnel and of the programs and of the relations with the public should be limited to three levels, namely management, supervision and production. Is this exact?

Mr. THIBAUT: What page are you at, Mr. Goyer?

Mr. GOYER: 22, 23. You elaborate in various places.

Mr. THIBAUT: All right, on this theory, all right.

Mr. GOYER: Now, all through your memorandum you stress the idea of creativity. According to you, should creativity at the level of production in Public Affairs, be given the same importance as in theatrical programs, opera and ballet programs, etc.?

Mr. THIBAUT: Certainly not. Not the same importance.

Mr. GOYER: Not the same importance.

Mr. THIBAUT: Oh, not at all, to be sure! When I speak about creativity, that is, let us say, a general term, where resources—how should I put it, the word escapes me, some distinctions must be made, at any rate, between one series and another, between one program and another. There is no doubt whatever that if you are producing a program such as "Cartes sur table", not much creativity is needed. But, for an important documentary program, for "Au sel de la semaine", I can assure you that much creativity is required of the producers, the host, the script-writer and the director, and that, there, creativity is very important, maybe as important as elsewhere. Mr. Désorey, who was here the other morning, and who worked in the theatre for a few years, said that he was discovering television through public affairs programs, precisely within a type of production requiring as much creativity as the one I mentioned.

Mr. GOYER: Now, it remains that in the field of public affairs, creativity has less importance than in certain other fields that are strictly artistic.

Mr. THIBAUT: I would readily agree on that.

Mr. GOYER: Now, you mention, at page 25, at the supervisory level: "It is above all through the supervisory level and because of it, that Top Management can command respect for the general concept of the operation and the directives which necessarily govern it." And you add, under 3: "This supervisory level must enjoy the fullest possible measure of authority over the magazine so that it may take full responsibility for it." How far does the word "possible" go?

Mr. THIBAUT: There, one needs to be very strong; once again, it is all a matter of a way of thinking. If you are referring to the definition of the function of the director, please keep in mind that on the French network, once again I am sorry to be repetitive, but please keep in mind that with regard to the French network it was agreed through a collective agreement that the director should have the fullest authority and responsibility possible with regard to his program, subject only to the CBC's basic rights. So, if the director has such authority and responsibility, he who operates at the creative level, to use the general term, then the duties of the supervisor in relation to that of the director must be defined. The supervisor is the representative of management in relation to the producers. And if you can create a team, the best team possible, taking duly into account the responsibilities given the directors, if you can create the best team possible, the supervisor representing management, then, at the different levels, I can guarantee that you will be able to produce television programs of which the CBC will be proud. The reverse—

Mr. GOYER: Would you agree that, in a general way, top management has not interfered mainly at the production level but rather with the finished product, that is not before a program is planned and produced, but after.

Mr. THIBAUT: Well, Mr. Goyer, it is precisely because of the way we operate that it is so.

● (4.35 p.m.)

Mr. GOYER: So, in creative work, top management does not interfere too much.

Mr. THIBAUT: Oh yes, but this is what happens. We have become sensitive to the reactions of the head office. We have become sensitive to the behaviour of the head office, to the psychology of the head office, of course. We know very well, when we introduce certain subjects, that such subjects may give rise to various reactions at the head office. This conditioning exists within production, if the head office, once again, interferes indirectly, but when it is the supervisor, who is responsible to management and who represents management, who takes upon himself the justifiable requirements of management with regard to policy-making and to the application of policies, then it is the supervisor who will play a positive part, from which all inhibitive elements will have been eliminated. And, at that time, it will be with full responsibility and through self-censure that the production staff will operate.

Mr. GOYER: Exactly, you often refer to creativity and to concepts of freedom for the team, that is supervision and production, but with regard to the management of the division, what exactly is your function, as director, in the matter of program trends.

Mr. THIBAUT: You see, Mr. Goyer, with my staff, I agree to schedule a program such as "Le sel de la semaine". That is a new series. That is a new series that must prove itself, that must experiment, by trial and error, that will take time to find itself, that will make a certain number of mistakes, and so forth. When, as director of the division, I watch the progress of such a series, I do not start worrying after the second program, I do not start wondering whether it is going to make it or not, because I have, with the help of the staff responsible for it, the supervisor and the director, decided on the nature of such a series, on what resources it would make use of, on the part it would play in the schedule, and I am confident that my staff is sufficiently aware of our policies with regard to programming to be able to act, within its field, in a truly responsible fashion. What do I do? I let it ride. I let it ride for a long period of time, and then I evaluate the work that has been done, and after, let us say, one, two or three months, I decide whether the program is truly shaping up as it should, whether it is up to the mark or not. And, on the other hand—I apologize for my lengthy answer, should I stop here?

The CHAIRMAN: No, sir, please go on.

Mr. THIBAUT: And, on the other hand, I am extremely responsive, because, to my way of thinking, the responsibility lies with me to supply my staff with all the production facilities that they need. You people have no idea of the fight one must wage at the CBC to obtain the technical facilities we need. It seems to us sometimes that it is a question of first come first served, that the one who yells the loudest or who uses tricks will be the one to obtain such facilities. On numerous occasions, I have felt the need to appeal to television management and there I find myself enmeshed in the whole problem of the operational and administrative dichotomy of our information structure. Our technical means, our technical facilities, our studios, our cameras, our film crews, and so forth, we have to look for them in the management side of television which has no responsibility whatever with regard to our programs. And it was necessary for me, two or three times, to fight with television management to make them understand that even if the series in question was not one of their series, it remained a CBC series, and it was absolutely necessary to make an effort to supply the series and its production staff with adequate means to ensure its success.

Mr. GOYER: And that brings me to the short line of command of which you speak. Referring to pages 31 and 32 of your statement, there appears to be a contradiction there. On page 31, at the last paragraph, you say: "An example will serve to illustrate. There was a time when Head Office became very concerned about the trends and development of our magazine show *Aujourd'hui*. The appraisals that were made known to me were usually negative. Our regional and Television management proceeded to make a serious evaluation of this magazine show, based on a sample week of programming. The valuation was on the whole positive. We were left alone and I was able to



continue my job as supervisor." And on page 32, at the second to last paragraph, you state: "Do we, in Public Affairs, deal with the Director of News and Public Affairs, or with the Vice-President and General Manager for the French Network, or with the Vice-President of the CBC, or with the President himself or with his Board of Directors, or with everyone at the same time?" Where I see a contradiction is in that you would be ready to accept direction and even active co-operation between regional management and television management, and that is what you are not ready to accept from the head office, generally, or from the people who make up the head office in Ottawa. In short, you are ready to accept direction from Montreal, from people who would be your superiors and with whom you would have direct contacts, but you are not willing to accept that from Ottawa. Am I right?

Mr. THIBAUT: No, that is not right. And I think that the contradiction, as I see it, is only apparent. You deal with management in Montreal—

Mr. GOYER: Please not, incidentally, that I do not necessarily find fault with your opinion. I wish to find out whether that is your opinion.

Mr. THIBAUT: No, no, but—I tell you that the contradiction is only apparent. I have told you many times how essential it is to be aware of the reality that is programming and of the reality that is the programming staff. So, I hold, and—to my way of thinking, that could be the great fault of that re-organization—I hold that, in Montreal, we are dealing with a management team which is in the thick of things with us and which is as aware as we are of the existing problems. And that, under such circumstances that level of management, first of all because it will have authority with regard to our programs, up to the general director, the vice-president, it will have authority with regard to our programs, but, considering the function of regional management of television, as a second-in-command regional management, we shall have to work in very close co-operation and in very close contact with a management group that is not in the thick of things with us. Do you not see the many advantages we had formerly. There were disadvantages too, of course, for instance—I do not want to lose track of my subject—the disadvantage of having to go to Ottawa for decisions that were very slow in coming. With regard to that, I told you a moment ago what my opinions were: too many decisions are taken in Ottawa. Many more than at the present time, and important ones too, should be taken in Montreal. But, thus empowered, a second-in-command general management, which is the representative in Montreal as well as in Toronto of headquarters, is well able to direct operations such as those and, even more so, our programs, our activities, our services all come within the production whole in Montreal, and the people who make up management, they are above us, it is in their interest at that time to give us the means to make a success of the programs for which they are responsible at their level, and for which they have to report to their own management at the head office. Do I make myself clear?

Mr. GOYER: Yes, except that, referring back to the last page of your statement, it seems to me at first glance, that, starting at the management level of your division and going down the three levels, of which you speak,



management, supervision, and production, you wish in short to contract together because of a top management relationship that, to your way of thinking, would be better if it were different. In short, that is what you want, to have an objective, an empire, and to be absolutely free because you do not like this relationship, and you would be ready to have closer relations with a management that you judge to be more acceptable and more practical.

Mr. THIBAUT: It is not that it is more acceptable, nor more practical, but that it is more functional.

Mr. GOYER: More functional?

Mr. THIBAUT: Certainly. It is extremely important in the production of a program.

Mr. GOYER: Yes, I agree.

Mr. THIBAUT: It is more functional and more organic. And I tell you that if his reorganization that we had had been devised by the staff of the program, it would not exist; the staff of the program would never have thought of a reorganization of this sort in which we are left as sort of disembodied souls with programs to do but having to look for finances somewhere else, where those responsible have so little—interest in—

(4.45 p.m.)

Mr. GOYER: In short, you want your chief editor in the news room with you.

Mr. THIBAUT: Ah well! I don't know what you mean by that.

Mr. GOYER: You want—your superiors to be alongside you in Montreal and not in Ottawa.

Mr. THIBAUT: I have often been asked the question: "Shouldn't the Head Office be moved to Montreal? Now, I am telling you—

Mr. GOYER: —that it should not go to Toronto, then?

Mr. THIBAUT: —well, that's what I was saying yesterday evening. My personal reply is that, in those conditions, first give this management of the two networks responsibility so that it will have to account for itself to its Head Office and so that it will embody all the reality of both environments which will be capable of a fuller exchange through it. And if there are deficiencies within those operations, they should be corrected without bringing into question that which seems to me essential: as I was saying this midday, the psychological, notional and creative reality of production. It is there in those centres.

Mr. GOYER: So the relations between the service—your service, for example, and a management is, in short, mainly a question of reorganization. And what would encourage exchanges between your service and this new management—

Mr. THIBAUT: You are making—there you are making an excellent extrapolation, I believe. It is simply this. We are increasingly feeling cut off from the rest of the organization. And I could give you examples where series have been engaged for television without reference to me; these were series which had been proposed to me and which I had rejected because I did not

think them acceptable; they had then been foisted onto the television personnel who accepted them. That is the dichotomy I was talking about; in time there is a risk of it giving rise to this sort of situation. And take the example I gave you of the evaluation of "Aujourd'hui". Explain to me how it happens that a whole regional management established at Montreal evaluates a program like "Aujourd'hui" and comes up with an evaluation of it which is very different to that made for us by our Head Office on several occasions. Can you explain this?

Mr. GOYER: One last point, Mr. Thibault. I have been through the law which set up the Canadian Broadcasting Corporation and, in fact, I found no mention of ideology or ideological orientation in the CBC except perhaps—and this is a highly debatable point and one on which I am far from wishing to commit myself from a legal point of view—in article 29 where it is stated: "the corporation is set up to operate a national broadcasting service"; you might say that this means a technical service. But, in any case, it worries me a little when you say that the CBC should not be the promotor—and I don't mean by this propagandist—

Mr. THIBAULT: Well, it's just that I had—

Mr. GOYER: —yes, but the CBC should not, say, create a climate—of national unity. This is not a direct goal of the CBC.

Mr. THIBAULT: Well, well.

Mr. GOYER: But, I would say that you do not have this mandate as such. But, if, say, Parliament took action—and I wonder to what extent this would be intervention in the affairs of the CBC since, while one has a country, one must believe in it—if parliament had a statute stating that the CBC should forward the aim of national unity, would this run counter to the professional plan that you outline?

Mr. THIBAULT: But listen, if these terms were to be defined, I think that the legislator should define them. Agreement might well be reached at the level of those considerations about the subject which I discussed this morning. Thus, the French network is said to be and to have been too regionalist; I can praise Mr. Ouimet for having worked very hard to decentralize this network. Despite his efforts, however, until four or five years ago this French network remained no more than a distributing network. There was only one production centre at Montreal and there were no public affairs representatives in Quebec. At about that time, we had here in Ottawa a representative who was called the Ottawa public affairs representative of the French network. We had no production zone like the one we have now had for some years. Go to Moncton; there is no autonomous means of production. Go to Toronto; there are no public affairs staff there. How can the truth about this Anglo-Canadian, French-Canadian country be validly reflected if 90% of your means, staff and budget for production are concentrated in that one place. Personally, I would like to have one team at Moncton and another at Toronto, to know what is going on. And I will finish my long reply by saying that very recently, within the past year or two, the new service has managed to establish a network of French-Canadian correspondent across the whole country. (In this, I must tell you, due to a favourable situation bilingualism and biculturalism played a large part and the Centenary of the Confederation also helped. Why didn't we have this network ten years ago?

● (4.50 p.m.)

(English)

The CHAIRMAN: Mr. Cowan, would you proceed now.

Mr. COWAN: Mr. Thibault, I just could not believe my ears but I have written down two quotations and I want to make sure I heard you correctly. You said this morning: "I do not think the CBC has a role to play in the unification of Canada." Did I take that down correctly?

(Translation)

Mr. THIBAUT: Mr. Cowan, on this point I would like to refer you to my previous comments which are recorded. I believe I made myself clear there on this point.

(English)

Mr. COWAN: I intended to do it tomorrow but I was just checking it now. Then, this afternoon, in answer to Mr. Berger you said: "We should not promote national unity."

(Translation)

Mr. THIBAUT: I believe that I also said more or less the same thing, Mr. Cowan, and I refer you to the record to clear this up for you.

(English)

Mr. COWAN: Well, I do not think I will be able to understand you but, at least, I have heard your words.

Mr. THIBAUT: I hope you understand me.

Mr. COWAN: Sir, I have here a 39 page statement that has been given to us in both French and English. I did not expect to be called on at this moment. However, on page B-15, paragraph 9 the sentence appears:

The principle of the right of head office and the board of directors to manage is incontestable in a broadcasting organization like the CBC.

Did you mean that sentence when you put it in paragraph 9?

(Translation)

Mr. THIBAUT: I would think so, Mr. Cowan. That seems obvious to me.

(English)

Mr. COWAN: Well, for what reason are the other 38 pages written?

(Translation)

Mr. THIBAUT: Read the seven other lines which follow, Mr. Cowan.

(English)

Mr. COWAN: Sir, I have read these 39 pages three times and the French version half way through so I have read this statement three and a half times, and I am just interested in the fact that you have a period at the end of this sentence: "The principle of the right of head office and the board of directors to manage is incontestable in a broadcasting organization like the CBC."



I notice at the end of your 39 pages you have one and a half pages headed "Resign?" I am glad to know that the question has occurred to you. You asked me to read the next seven lines in paragraph 9 on page B-15, and I am reading the second last sentence:

Otherwise the organization finds itself saddled with an interfering abusive and arbitrary top management regime with which program people are totally out of sympathy.

Do you come forward in a public gathering and say this in black and white about top management, and then question whether you should resign, after having written:

The principle of the right of head office and the board of directors to manage is incontestable in a broadcasting organization like the CBC.

Those are your words, not mine.

*(Translation)*

Mr. THIBAUT: Mr. Cowan, I must tell you here that I was asked to testify before the parliamentary committee. I wanted to be a truthful, responsible and conscientious witness and I wished to tell the committee about the important problems that I believed were involved in this whole crisis with which we are faced. You have every right to hold this against me.

*(English)*

Mr. COWAN: Sir, Mr. Ouimet, both when giving evidence here and when speaking on the CBC closed radio circuit, made references to the fact that it is not the function of the CBC to editorialize. In reading your statement—and I have gone over it page by page—I notice on pages B-5 and B-6 you say:

Consequently, a good number of subjects—dealing with notorious abuses of power, crying injustices to the individual, human rights clearly flouted, hate literature, avowed anti-semitism—these subjects justify and suggest our editorial engagement in public affairs.

On page 9 of the statement made by Mr. Alphonse Ouimet—

Mr. THIBAUT: Yes.

Mr. COWAN: That is why the CBC does not express any opinion. You mentioned hate literature, and I am not one that would vote for the Klein-Walker bill on hate literature. But there are two sides to this question. I believe in a free press. When you say: "notorious abuses of power, crying injustices to the individual, human rights clearly flouted," under what heading do you put hate literature, if you say it justifies you taking an editorial engagement in public affairs?

*(Translation)*

Mr. THIBAUT: Mr. Cowan, I must tell you here that I did not make up this account I am giving of the evolution of our traditional policies. It corresponds exactly to what we actually did with the knowledge and agreement of the whole of our management. What surprised me and what also greatly surprised my president was to see the profound divergence which has existed lately between different people's interpretation of this evolution of our traditional



policies. The president himself said to us at that meeting in Montreal: "we will have to meet soon to study this problem very carefully". There, I believe—and we recorded this in our memorandum—when we agree that a subject like racial segregation does not seem to us to be necessarily the type of subject which demands a perfectly balanced presentation of opinion, it is precisely because we consider—and, moreover, this has been laid down by Head Office and the Vice-presidents—that where (and here I am quoting from memory) public opinion on a given subject is sufficiently strong, not only can we treat the subject editorially, but even the program host can treat it in like manner.

(English)

Mr. COWAN: All I am trying to emphasize is that the president or your president, as you call him, states the CBC should not editorialize—and that is a proper position for the CBC to take; he is quite correct in his statement—and then you come up with this remark, that this question of hate literature justifies the program people participating in editorial engagements in public affairs. On which side of this hate literature would you want to be editorializing, in favour of the Klein-Walker bill or in favour of a free press, because one is the antithesis to the other; or are you going to give a half hour to hate literature and a half hour to a free press to balance the time on the taxpayers'-paid-for broadcasting system?

(Translation)

Mr. THIBAUT: I must tell you that hate literature which is really hate literature and recognized as such—and we have some examples of this—seems to me totally unacceptable. I think that it goes so far against the established moral values of a world and an environment like ours that, just as Green and the chairman were saying, we must not fear precisely to go further than just composing editorials and to be in the forefront of opinion on some of these subjects.

(English)

Mr. COWAN: What are you fighting? Do you mean you are fighting hate literature?

(Translation)

Mr. THIBAUT: I am not saying that we must start a campaign, exactly against hate literature. I will give you an example. When a publication appears which seems to be undeniably hate literature, basically antisemitic, I believe that the experiences we have lived through allow us to be on our guard, should even urge us to be on our guard against feelings of that sort. Don't you agree?

(English)

Mr. COWAN: Do you mean that in fighting hate literature you wish to curb the freedom of the press?

Mr. THIBAUT: Pardon?

Mr. COWAN: All I am asking you is on which side are you going to editorialize?

(Translation)

Mr. THIBAUT: I don't see it in those terms. I see no opposition at this level.

(English)

Mr. COWAN: Well, there are an awful lot of people who do look at it in those terms.

Mr. THIBAUT: Yes.

Mr. COWAN: In the next paragraph on page B-6 you talk about your editorializing on radio or television, and I quote:

Even more obviously, if a program like Seven Days has been granted a quasi-"ombudsman" role in the program schedule—

I do not know that it has been granted, but you say so.

Mr. THIBAUT: Where are you?

Mr. COWAN: Page B-6 of the English version.

Mr. GRÉGOIRE: It is page 15 of the French version.

Mr. COWAN: I continue:

Even more obviously, if a program like "Seven Days" has been granted a quasi-"ombudsman" role in the program schedule and has been authorized to do, and I quote, "investigative report, designed to draw attention to public injustice, abuse, or wrong." (Car safety, overmedication, foreign doctors in Ontario, service pensions).

I note you say foreign doctors in Ontario; what do you consider that, a public injustice, an abuse or a wrong?

Mr. THIBAUT: I must tell you that text was written by my colleague Reeves Haggan and is part of the memorandum for Halifax.

Mr. COWAN: That is what I want to know. I am very glad to hear you saying that.

Mr. THIBAUT: I would like to finish my answer. I have the right, Mr. Chairman, to finish my answer.

Mr. COWAN: The rest is only embroidery.

● (5.05 p.m.)

Mr. THIBAUT: You will see that it is very enlightening. That text was recorded in the memorandum for Halifax. It is an essential part of the definition of the function of the program. This definition of the function of the program, that is to say, the role of ombudsman that Seven Days can sometimes play. The president himself told us, at his Montreal meeting, that he had accepted it on these terms. I am not the one who, at this time, authorized Seven Days to state its opinions.

Mr. COWAN: Did you authorize the cover of this report on which it says "Statement by Marc Thibault"?

(Translation)

Mr. THIBAUT: The Head Office, Mr. Cowan, to whom we submitted this memorandum on the morning of Tuesday, April 5, if I am not wrong, went

through it for three hours and was making ready to submit it to the Halifax administrative council on April 20, including in it the statement of Reeves Haggan.

(English)

Mr. COWAN: As I said, I am very glad to have that information.

On page B-7 of the English version you refer again to this editorializing proposition. You say:

—mount the platform along with a large part of public opinion, and show a highly committed documentary on our excessive and dangerous dependence vis-à-vis the United States on the economic and cultural level.

Do you consider our dependence on the United States dangerous?

Mr. FAIRWEATHER: Walter Gordon does.

Mr. COWAN: I am talking about the CBC.

(Translation)

Mr. THIBAUT: Mr. Cowan, I intentionally and voluntarily quoted my president in that statement. What we have here are quotations from a speech he gave at Toronto. The president of the CBC is very worried about Canada's cultural and economic dependence; he strongly deplores it and would hope that measures would be put into effect to counter it. I say that, as a result of a statement like that from the president of the CBC, on such a controversial subject as that, his production staff might start on a documentary on a similar subject; this documentary might state an opinion on a question like that and antagonize 40, 50, 60, 70 per cent of the population. This figure is based on the survey made by MacLean's magazine in 1964 which showed at that time, the astonishing number of Canadians, even Quebecers, who would be in favour of economic fusion with or annexation by the United States. I did not invent that, Mr. Cowan.

(English)

Mr. COWAN: Perhaps with the high percentage who think one way on the subject and the high percentage who think the other way on the subject you could agree with Mr. Ouimet when he said that in the CBC the program management should not express any opinions. The CBC expresses no opinion.

(Translation)

Mr. THIBAUT: I did not understand your intervention, Mr. Cowan. Could you tell me what is the conclusion that you have just expressed. I did not understand the translation of it.

(English)

Mr. COWAN: I pointed out, sir, that on page B-7 of your report the following statement appears: "our excessive and dangerous dependence vis-à-vis the United States". In your reply you pointed out that you were quoting her people and you referred to *Maclean's* magazine having shown a certain percentage thinking this way and a certain percentage thinking the other way. I am just remarking to you that Mr. Ouimet has pointed out that in the CBC the

program management should not express any opinions. The CBC expresses no opinions. I was pointing out to you that with such an even division of thought among the people in Canada on that subject, according to the facts you stated just now, probably you would agree with Mr. Ouimet that they should not express opinions; that the CBC should not editorialize, as is said on page 9 of this closed circuit statement.

(Translation)

Mr. THIBAUT: Mr. Cowan, considering the faith which I have in this country, the great danger which America's presence as our neighbour represents and the invasion here of American capital, if I were to follow my personal inclinations, I would be very ready to state my opinion on the subject as our president did at Toronto. However, when I became one of the programming staff and thus could undertake a program on the subject, I would reflect very deeply on the question of whether I would commit myself in it to the same extent as our president did in his personal speech to the Toronto Club. I would hesitate because, on this subject, there are 78 per cent of the inhabitants of Quebec who want economic union, 65 per cent of the whole Canadian population who want economic union, 29 per cent of the Canadian population who are in favour of political union and, outside Quebec, 33 per cent who want this. Unless I am wrong, here is a very strong popular consensus of opinion for this annexation which should normally, according to our new policy arrangements, allow us to undertake an editorial documentary on the subject.

(English)

Mr. COWAN: After reading the 39 pages it is quite evident—and other members of the Committee have come to the same conclusion of course—that there is a fundamental chasm between producers and top management as to who should manage the CBC. At the bottom of page 11 of Mr. Ouimet's closed circuit radio report, he stated:

Leiterman himself has said in my presence that he thinks all program decisions should be left to the program department.

On pages B-11 and B-12 of your own brief, in paragraph 4 you state:

The entire production personnel, behind the cameras, must be essentially creative, imaginative, sensitive in the extreme, demanding, combative, always on the go, very much wrapped up in their work, totally free in their initiatives and in their ideas. For such a crew, coercion and censure are pure poison.

At the bottom of the page it is stated:

It must put all the technical and administrative facilities at the disposal of this group, apply policy by persuasion rather than by decree and as much as possible allow program decisions to be taken by this team, rather than having them imposed from above.

As you wrote that the entire production personnel behind cameras must be totally free in their initiative, do you approve of the camera crew that broke into a bedroom on Jameson Avenue in Toronto where two young lads and a young girl were in bed, and let the cameras roll along? I understand top management cut it out, but you say coercion and censure are pure poison.



(Translation)

Mr. THIBAUT: I must tell you that I would not like to comment on this question; I do not know if it is—or not. On the other hand, I believe that I have made it clear that liberty is not licence and that there are demands that the top management may legitimately make with regard to a program. I believe that I can say that Seven Days made some serious mistakes; however, I believe that, with my president, I can maintain that the overall programming of Seven Days has been outstanding and agreeable in every way to its Head Office. Well, I assure you, sir, that a record of this sort for a series which manages to gather an audience of three and a half million Canadians for each program is very enviable and I believe that we should do all we can to preserve all the elements within an organization like this which has succeeded in achieving such a record of public affairs production.

(English)

Mr. COWAN: You have been in the business long enough, sir, to realize that the carry-over audience carried over from the Ed Sullivan Show and Bonanza for the period from 10 to 11 o'clock on Sunday night would run to millions of itself no matter what the program from 10 to 11 on Sundays would be.

Mr. SHERMAN: That is rubbish. I have been in the business myself and that is rubbish.

Mr. COWAN: On page B-14 you say:

Even a head office with the necessary background, sufficient interest, and the involvement necessary for the evaluation and the sure understanding of public affairs problems, would have to set up a very efficient network of relationships with the supervisory levels of public affairs in order to get a better understanding of any situation.

Do you think it is impossible for the head office to have an understanding of any given situation without speaking to the producers first? Could they not learn from their friends, could they not learn from reading, could they not learn from the telephone and from the telegram? Is there no other means of understanding any situation unless they have spoken to the supervisory levels of public affairs? Are you the sole repository of the facts of any matter?

(Translation)

Mr. THIBAUT: I have already answered that question several times. There is no one in the field of production no matter how resourceful, who is infallible when it comes to judging the soundness of our undertakings. I think that, if you have followed me during the course of my evidence here, I have tried to give you an honest idea of the spirit and the structures in which we are able to meet the legitimate requirements of our top management. And let me tell you, when our top management is right there are no two ways about it. This by the way, is not just because it is top management, Mr. Cowan. But it can be right as top management in the same sense that we may be right as middle management. Whenever we were wrong and top management was right we made use of the proper channel of communication, or the proper channel of relation. This approach fosters an attitude allowing a useful exchange of views.

Mr. PRUD'HOMME: A related question, Mr. Thibault. You say "it may be right and we may be right", and you would also admit the opposite, namely that both of you may be wrong.

Mr. THIBAUT: This is evident.

Mr. PRUD'HOMME: Indeed not. Well, it has not yet been said.

Mr. THIBAUT: We may both be wrong, this is just the other side of the coin.

Mr. PRUD'homme: It is good to hear this said.

Mr. THIBAUT: Allow me to take this under my own responsibility.

The CHAIRMAN: Is Mr. Allard here? Mr. Brand? Mr. Grégoire.

(English)

Mr. COWAN: I want to ask one more question.

The CHAIRMAN: Your time is up.

Mr. COWAN: Whatever you say.

Mr. GRÉGOIRE: Please go ahead with your question, Mr. Cowan.

Mr. COWAN: On page B-14, paragraph 7, the following statement appears:

Whenever head office and the Board of Directors see fit to substitute their over-all authority for that of middle management in making decisions affecting programs and production, they create a false and confused situation, foul up normal procedures, and develop a troubled and explosive network of relationships within the structures they themselves have established.

Would it be because of that paragraph 7 that you give us a page and a half at the end of your treatise entitled "Resign?"?

(Translation)

Mr. THIBAUT: I will not answer this question.

The CHAIRMAN: Mr. Grégoire.

Mr. GRÉGOIRE: First I should like to ask you something. Do you think that, as you have suggested, if the Government imposed the role of promoting national unity upon you this would amount to ideological dictatorship?

Mr. THIBAUT: I answered this earlier. Mr. Goyer asked me exactly the same question. The conditions for national unity should be defined. I shall repeat what I have already said once.

Mr. GRÉGOIRE: I did not hear your definition of the terms.

Mr. THIBAUT: We were left—I shall be long-winded—we were left with the network.

Mr. GRÉGOIRE: In other words, do you think it is the role of the CBC to promote national unity?

Mr. THIBAUT: Not in the sense in which it is generally understood. It is not up to us to launch into national unity propaganda. There are far more

important, far more precious, and far more fundamental things to be done than that. In the first place, the CBC should be an essentially national service. I believe that the CBC must make available to the largest public possible and both languages, public affairs programmes reflecting as far as possible the English and French Canadian fact. The English and the French networks met at Mont-Gabriel. Management had submitted a project to us, namely to translate programmes originating from the French network and from the English network and to have them subsequently shown on either network. Do you know what our reaction was? The twenty of us concerned thought that although the idea was well-intentioned we could do much better. In the first place all those concerned should learn to know each other. This is very important. Furthermore, a type of joint unit co-operation must be set up. And finally, we discussed the "Quarterly Report" about which you have already heard. We thought that if a large scale venture could be undertaken by a bilingual and bicultural production team which would put on a quarterly one hour and a half hit show wherein the major problems facing us would be dealt with, from both the French Canadian and the English Canadian point of view, we would achieve infinitely more for the true promotion of national unity than by following what is generally expected from the CBC in this matter. I hope that I am clear on this.

● (5.20 p.m.)

Mr. GRÉGOIRE: Mr. Thibault, have any orders or rather instructions been issued with a view to weeding out the greatest possible number of independentists in the French network of the CBC?

(English)

Mr. PRITTIE: Mr. Thibault was going to read some document on this subject. We debated whether it should be tabled or not. I wonder if he would paraphrase it, or read from it, to answer the question.

Mr. Prud'homme brought the question up last night.

The CHAIRMAN: Mr. Basford, you were the Chairman yesterday. Was there a decision reached?

Mr. BASFORD: No, there was not a decision reached, except that management indicated to me that its position was that this was an internal communication and they would request that the document be not tabled, as happened in the case of similar documents.

I think we had a discussion about it this morning. Perhaps Mr. Thibault is able to paraphrase the document and tell us what happened.

(Translation)

Mr. THIBAULT: The management never gave me any direct orders forbidding me to present either a separatist subject or a separatist guest. I must point out however that our most soul-searching discussions within the Corporation had to do with the partiality which we had shown earlier towards the idea of separatism in general.

Mr. GRÉGOIRE: Have you been approached for being too partial?



Mr. THIBAUT: I can say that there existed very strong opposition, between the Head Office and we in Montreal, and by this I do not mean just myself, to this subject precisely at the time when we had drawn up the statement which I wanted to submit yesterday. We did it because of the existence of a vague and confused feeling caused by the odd fact that when you had seen a separatist once you somehow came under the impression of having seen him ten times. This by the way, had been corroborated by our president. It is under these conditions that we drew up the statement which I wanted to submit yesterday, and I believe I gave some figures this morning which I would rather not repeat in order to avoid mistakes. The figures I gave prove that over a period of three years the expression of separatist ideas over our air waves has not been abusive.

Mr. GRÉGOIRE: I do not think that my question has been answered.

Mr. THIBAUT: That is possible.

Mr. GRÉGOIRE: Yes or no, have there been either interventions or direct or indirect instructions, or direct or indirect hints, that separatism received too much attention at the CBC?

Mr. THIBAUT: To answer the latter part of your question, we received direct and indirect hints—this is evident because we in Montreal had several run-ins with the management, with both the president and our vice-president—that there are too many separatists taking part in our programs.

Mr. GRÉGOIRE: Following the events which brought home these hints, did you let your producers know that fewer independentists should be hired, seen and heard? And, as a practical result, has the independentist idea been heard less over the air waves of the CBC?

Mr. THIBAUT: Mr. Chairman, although I have no objection to answering Mr. Grégoire's questions, I simply ask myself whether they are pertinent to the matter at hand.

Mr. GRÉGOIRE: It is solely to know the possible nature of intrusions which top management can make in the field of public affairs. The intrusions made by top management are precisely the key factor of your statement.

The CHAIRMAN: I believe, Mr. Thibault, that this question can be related to a statement made the other morning by Mr. Désorcy, who was under the impression that separatism is taboo as a subject. This question is related to that one and if you know the facts which Mr. Grégoire wants to know, I can see no reason why you should not give them.

Mr. THIBAUT: Would you please repeat your question, Mr. Grégoire.

Mr. GRÉGOIRE: I only wanted to know if after the top management told you that there were too many independentists at the CBC the number of appearances made by independentist agents did in fact diminish.

Mr. THIBAUT: We have not often agreed. When I say we, I always used it intentionally.

Mr. GRÉGOIRE: Have they diminished?



Mr. THIBAUT: If you will be patient I shall answer your question. We have had several discussions on the subject which were at times bitter, even with our president and our vice-president. I must point out naturally, that discussions such as these have a way of conditioning an entire personnel because with each subsequent invitation, which makes you rather queasy, you say to yourself "the Head Office will be on our backs again". Here we have the extremely inhibiting way of operating of which Mr. Désorcy spoke. I must say that each time we hired or invited a separatist, there was nearly always talk about it.

Mr. GRÉGOIRE: From top management?

Mr. THIBAUT: Yes, sir.

Mr. DUQUET: Just a simple related question, Mr. Thibault. Among the arguments used to let you know that there were too many independentist programs—arguments which by the way, I neither know nor need to know—was any use made of the argument that National Unity was at stake and that National Unity ought to be promoted?

Mr. THIBAUT: Fundamentally, sir, certainly.

Mr. DUQUET: Thank you.

Mr. GRÉGOIRE: Under the circumstances, ever since these representations were made to you, did this intrusion of the management influence you to the point where the independent element no longer has its fair share of the CBC's broadcasting time?

Mr. THIBAUT: I must say that, by an odd conjunction of circumstances, our own regulations, and you are conscious of the fact, obliged us at the time of this provincial election to grant six periods of television time and also twelve periods of radio time to the Separatists. And, mark this well, it was our own broadcasting regulations that forced us to do so. You have three periods of television time granted to the RIN and three to the RN.

Mr. GRÉGOIRE: I will have you know that the RN is not necessarily separatist.

Mr. THIBAUT: All right, all right, I'm sorry. I was mistaken. Only, there are elements in the RN who identified themselves with the separatist cause.

Mr. PRUD'HOMME: Excuse me, Mr. Chairman, this question is certainly closely related to Mr. Grégoire's last statement. You say your own regulations led to—I always thought that the CBC's regulations were based not on the number of candidates in an election, but on the number of candidates elected in the previous election. Am I wrong?

Mr. THIBAUT: No. It is precisely the BBG's regulations and these regulations are interpretable and if the parties—the parties are the ones that reached this agreement—if the parties do not agree on the distribution of time, they then refer to the BGR and not to the CBC. Now, at our last meeting when we assigned the free time, the parties reached this agreement: 6 periods of time for the Liberal Party, 6 for the National Union, 3 for the RN and 3 for the RIN. As for radio, 12 periods of time for the Liberals, 12 for the National Union, 6 for the RN and 6 for the RIN. Well, Gentlemen, you talk of promoting national unity, I confess that you are now in a paradoxical position.

Mr. PRUD'HOMME: I am beginning to have misgivings about the provincial parties.

The CHAIRMAN: Mr. Grégoire is asking questions. It is not permitted to ask more than one when someone else is interrogating.

Mr. GRÉGOIRE: Mr. Thibault, in connection with that, for the past two elections I have been attending to CBC meetings at which the political parties' electoral broadcasting time is allocated and on each occasion I noticed that only the English network's Public Affairs' director, Mr. Haggan, was present. The French network's director was not there. Did the management ask you not to attend these meetings?

Mr. THIBAUT: Not at all. It was because we had here in Ottawa, or rather I had an assistant, Bernard Benoist, who was a specialist in these political programs, and in whom I had the greatest confidence; and upon each occasion I asked Bernard Benoist to represent me at those meetings in Ottawa as head of public affairs.

● (5.30 p.m.)

Mr. GRÉGOIRE: Have you ever been told that it would be preferable to have the half-hours distributed according to the strength of the parties as is done in the English network rather than have a method peculiar to the French network; and this is why you were asked to take part in it and not to make any demands?

Mr. THIBAUT: No. This is not my line. It would not be easy not to make demands. Such a system is not acceptable. It is not possible at all; I have given you the reasons why. Bernard Benoist who was my associate in Ottawa and who is extremely competent in these matters, sat each time with the entire committee on the allocation of free time periods.

Mr. GRÉGOIRE: Mr. Thibault, you spoke a while ago about what would be to the greatest advantage for the public affairs service. You mention management in Montreal because it is closer, and the transfer of Head Office to Montreal will create another obstacle by making it all the more distant from the Toronto Head Office. Are you in favour of two independent networks, an English network and a French network, each with its own Head Office, and the Head Office for the French network being in Montreal?

Mr. THIBAUT: I do not have the slightest idea, for the simple reason that I have never given this problem enough thought in order to be able to give you a pertinent answer to your question.

Mr. GRÉGOIRE: Now, Mr. Thibault, this morning you said, and you have repeated this afternoon, that the producers had a great latitude in the production of their programs, that they are subordinate to the supervisors and that the role of the supervisors has never been defined. Do you think that this could be the reason for the uneasiness existing at the present time at the CBC?

Mr. THIBAUT: Yes, if this definition of the supervisors implies on the part of our Head Office and our top management a concept of middle management, will be such as to cause them to rely on it as much as possible in program management.

Mr. GRÉGOIRE: Will this eliminate all intervention on the part of, according to the definition—

Mr. THIBAUT: Let me give you an example. Take the case of an association of supervisors whose rights as middle management are defined and recognized in the same way as the producers had their own rights of management defined and recognized regarding their programs and their productions with their strict limitation, as I have told you on several occasions. I think that our management at head office and top management would then be obliged to manage their enterprise in terms of these new conditions imposed upon them.

Mr. GRÉGOIRE: The supervisors would none the less remain subordinate to top management.

Mr. THIBAUT: I define the supervisor as being the representative of management at all levels, within the supervision production team. It is at the supervisory level that the management of the program will operate in the most efficient, and the most responsible manner imaginable. Without this, there will be very ordinary programs, also extremely difficult and sluggish programs, which sometimes turn out to be flops and so forth. This is the operation tandem: on the one hand, the administration via the controlling supervisor, and on the other hand, the "creative" team, both working in the most harmonious and confident relationship possible.

Mr. GRÉGOIRE: But if the supervisor is a representative of top management, he nevertheless remains subordinate to those he represents.

Mr. THIBAUT: Of course. The network head for instance is subordinate to the general supervisor of news which is the next rung up. I hold that it is in this sense that the supervisor will embody management at the production level.

Mr. GRÉGOIRE: Here is what I would like to know, Mr. Thibault. Does top management have the authority to make representations to this supervisor, or is this supervisor entirely freed from these representations from higher up?

Mr. THIBAUT: Why should top management not have authority, Mr. Grégoire. It should exercise authority precisely through the structure which it has set up. While respecting that structure, it would certainly hold authority within it. I am a department head, above the supervisor.

Mr. GRÉGOIRE: Now, Mr. Thibault, it is you who are having a turn at exegesis, seeing as you mention: "while respecting the structures which it has created to the ends of authority". But this is what I wanted to know; within this structure, at the level of supervisor, does top management have the authority to intervene directly with the supervisor or only through the department head?

Mr. THIBAUT: Exactly as you say: "through the department head".

Mr. GRÉGOIRE: And the supervisor would be directly subordinate to the network director?

Mr. THIBAUT: This is how things stand at the present time.

Mr. GRÉGOIRE: And top management would have the right to make representations to the department head?



Mr. THIBAUT: This is the way it should be, channelled through the general supervisor of news.

Mr. GRÉGOIRE: Thus the present hitch would be that top management reaches out to the lower levels while by-passing the intermediary ones.

Mr. THIBAUT: Personally, I have the feeling that in too many cases and for all kinds of reasons, Head Office is placed in the position of direct supervision of a program.

Mr. GRÉGOIRE: Were it to go through the proper levels, would you accept the authority of top management?

Mr. THIBAUT: I have tried to make it clear over the past two days that this is the only conceivable type of management for an enterprise which produces programs, keeping in mind the fact that the program is there and develops and draws inspiration at the level of the troopers on the spot.

Mr. GRÉGOIRE: It is the first time that top management indirectly leads and gives orders or directives—

Mr. THIBAUT: Mr. Grégoire, I have probably said this at least ten times over, that I have nothing against the existence of authority within an enterprise. If I were against this, I would no longer have any authority of my own, my authority as director would be undermined and we would find ourselves in an impossible situation. The record will show that I have repeated it several times.

The CHAIRMAN: Your time is up, Mr. Grégoire.

Mr. GRÉGOIRE: And I have finished. Page 105, last paragraph, appeared to lend itself somewhat to confusion, but I believe that it is cleared up. It ended by "I believe the answer to this question is up to you". Then who will decide on authority? I leave the answer to this question up to you. Mr. Thibault has just answered me.

Mr. THIBAUT: Going back to the report, Mr. Grégoire, I gave a definition of authority yesterday evening with regard to that. Authority with a capital A, ex-cathedra authority which considers itself unalterable and infallible, authority which wants to intervene at every term and so forth, this is the type of authority to which I referred in my report by showing what it would risk leading to within an enterprise such as the CBC, and what it would risk bringing about.

Mr. GRÉGOIRE: Then up to whom is it to judge authority? Is it up to the lower levels?

Mr. THIBAUT: Within a sound program conception, as I have shown, the problem no longer exists within that particular context, that is of authority with a capital A.

The CHAIRMAN: Mr. Prud'homme.

Mr. PRUD'HOMME: I do not intend asking too many questions this evening, although there is one that I should like to put because of the present context which strikes me as being quite important. How is allocation of time made on



Public Affairs program, with regard to the present election campaign in Quebec? Have you as head of the Public Affairs, received any special directives with regard to allocation of time? And I have examples on which I would like you to elaborate, and to give an opinion. Is there a special guiding rule?

Mr. THIBAUT: There is no special guide-line in this sense, that we consider that all the parties which are engaged in this campaign must have the opportunity to put across their points of view within our Public Affairs program, and here, by the way, I am not referring to free time periods. What we did was to meet with the supervisors within the network, and with the production and news heads. We agreed on the necessity to follow very closely the covering of this campaign. I requested the secretariat of my department to provide me every Monday with the report of the covering which we were making on the election campaign in order to enable me to keep the right balance as the campaign progresses. I have to judge on proportional representation; I have to judge on possible imbalance both on the Liberal side and on the National Union side. In view of our operational approach, we shall make corrections as we go, according to needs, while maintaining an overall judgement, which is what I was referring to just now. Every party is taking part in this campaign. Just as we did during the federal election campaign, we have organized interviews, we have organized five half-hour appearances by the five representatives of the parties. Amongst those were two meetings with the Ralliement des Cr ditistes, and the Social Credit, but Mr. Thompson turned down the offer we had made for a meeting, so that there have only been four. It has thus become a current practice since the federal elections to put the parties on an equal footing within our regular programming.

Mr. PRUD'HOMME: In as far as you are concerned, all the party leaders are actually equal, including the Prime Minister.

Mr. THIBAUT: You are saying: in as far as I am concerned.

Mr. PRUD'HOMME: In terms of your responsibility, of course.

Mr. THIBAUT: I have just told you that we have operational practices during election campaigns, which are those I have mentioned, and I am not the one to have invented those practices.

Mr. PRUD'HOMME: You are not the one to have invented them, but you admit that it is necessary to evolve, you admit that it is necessary to change. In that case you certainly have fresh responsibilities, seeing as you are not held to being a party to what you consider to be past errors. You have sufficient scope.

Mr. THIBAUT: I consider this to be a program tradition which is valid on the whole. Because with regard to current programming I should not want to discriminate and say: "We shall give ten minutes on the air—we do this on free time periods—we shall give ten minutes on the air to this party and twenty minutes to that party." This is what we do however: It is certain that if after two or three, twenty minute periods I came to realize that in the general covering of the provincial elections we had tipped the balance in favour of the third parties, if I may call him so, out of all proportion to the importance given to both the opposition party and the party in power, I believe that we would

have a serious case of imbalance on our hands and that we should make every effort to redress the balance.

Mr. PRUD'HOMME: I realize that it is an entirely different field and that you are not responsible for news broadcasting. But, as an example, I shall refer to the eleven p.m. CBC News. Three or four minutes were allotted to each of the party heads who spoke, Messrs. Lesage and Bourgeault amongst others and Mr. Johnson, who received somewhat less speaking time. And in the course of the same news program—I am talking within the present context—there was the launching of a book by a fellow whom I personally consider to be very intelligent and very brilliant, but who, by coincidence, also happens to be a candidate in Montreal Outremont, Mr. André d'Allemagne. He was given equal time with all the other party leaders on the occasion of the launching of his book. This has nothing to do with the election campaign, it was news. Thus, extra time was given. Since you are in charge of a vast field, I would like you to tell me whether you personally consider each one of the party leaders who are presently campaigning to be equal? If so, they must then be given equal treatment. This is a question I am asking.

Mr. THIBAUT: I shall not talk about the leaders, I shall talk about the parties. Barring free time periods, we would like to consider, in theory, that we are faced with four parties which are at grips with each other in this campaign. Period! Now, for what concerns the practical covering, remember what I told you a short while ago. And permit me to add, Mr. Prud'homme, that the work which goes into the general economy of a programation, and permit me to add, since we are on the subject that there is at present the problem of "Le sel de la Semaine", permit me to add—

Mr. PRUD'HOMME: By the way, it is this evening I believe, at ten o'clock.

Mr. THIBAUT: This evening at ten o'clock. Permit me to add this, in a program such as that, we agree that the representatives, the party leaders or their representatives, will be given equal time. It is not possible to handle this by saying: "We shall give five minutes to Mr. Lesage, two minutes to Mr. Legault, or one minute to Mr. Jutras because he only represents fifty candidates whereas the other represents 108, and so forth". In accordance with the principle I have just stated we must consider the four parties as competing with each other, as giving battle to each other. Furthermore, Mr. Lesage himself has put them on an equal footing through the Election Act—

Mr. PRUD'HOMME: I will not start a debate on that. I thoroughly disagree with you. I have read the Election Act from cover to cover, and it is false, they are not on an equal footing. I am sure of that.

The CHAIRMAN: I think that any discussion would be out of order here.

Mr. PRUD'HOMME: That is why I am asking to be ruled out of order immediately.

The CHAIRMAN: Please go on with your questions.

Mr. PRUD'HOMME: Mr. Thibault, if the Premier of Quebec informs you or informs the CBC that in his opinion the Leader of the Opposition is his only bona fide opponent in this election campaign and that if the CBC wishes to have

the Premier appear, it must organize a debate with the official Leader of the Opposition. What do you say then? If Mr. Lesage tells you that he is only willing to meet this one person on television, on any program, and that you must organize a debate between the two, the Head of the Government, not the Leader of the Liberal Party, but the Premier and the official Leader of the Opposition. He tells you that he will not appear in any other type of CBC program. What is your answer?

Mr. THIBAUT: Mr. Prud'homme, you are dealing with me in a way that does me honour. You seem to believe that I, a department head, upon being faced with such an important matter, which is so fraught with implications of all kinds, would not refer it to my own Supervisor of News and Public Affairs and to top management. I believe there is every reason for the CBC's making a decision, an extremely important decision, and I don't think that I alone am the CBC. This is why, if you expect an answer, I would like to have the time to consult Mr. Granlandau and Mr. Marcel Ouimet and to give an answer here on behalf of the CBC and not in my own name.

Mr. PRUD'HOMME: All right. But I think that the system of planning programs before sending invitations is defective. The Head Office has not yet been informed. When such programs as "Recontre" or "Le Sel de la Semaine" are planned, the planning is done at the General supervisory level. I don't think the CBC is acquainted with the details. It has not yet passed judgment when the programs are all planned. But, if at some time, you met with a refusal, I imagine that faced with the consequences of the refusal, you probably must then have referred the matter, I don't know if that is your opinion.

Mr. THIBAUT: It did not happen that way, Mr. Prud'homme. This is how it happened: At the coordination meeting, I told you about, we submitted our plans to the Director of News Public Affairs. Therefore, we submitted this plan of having the Party Leaders or their representatives meet. We discussed together what this meeting would be, that is to say, that it would not be a press conference on the question-answer system but a meeting that would be in the nature of a confrontation of party leaders. The News and Public Affairs people agreed to the merits of this system which we have used regularly for years in programs. But what happens? We afterwards learn of Mr. Lesage's position which you were explaining. And then, we certainly need to meet to reevaluate the whole picture.

Mr. PRUD'HOMME: Are you now at this stage?

Mr. THIBAUT: Certainly.

Mr. PRUD'HOMME: I have no other questions on this matter at the moment. As a last question, I would like to know, this has of course been said in other words, you gave your opinion on what the CBC should not do in respect of national unity, of by that you mean "bonne intention". I entirely agree with you. On the other hand, I want to ask another question, which you were not asked directly, but which Mr. Désorcy was asked: according to you, what are the CBC's goals? If its aim is simply to make television and radio broadcasts, do you think its existence is justified? Do you think that Parliament must be asked—in fact the primary reason we are here is just that—to vote here this



year \$114,000,000 for the CBC, for the sole reason of competing with private television, with programs, serious and less serious forms of entertainment, sports, etc.—I imagine that private enterprise could then—but I will not advance an opinion. There must surely be some grounds for the CBC's existence and, according to you, what are these grounds?

● (5.50 p.m.)

Mr. THIBAUT: I have said so. Only the CBC can establish a National Service. I think that only the CBC can provide a National Service throughout the country. Only the CBC can broadcast National Service programs that will reflect as much as possible the true identity of Canada.

Mr. PRUD'HOMME: I do not want to misinterpret you. You did say the true identity of French Canada and of English Canada.

Mr. THIBAUT: It is a bilingual and bicultural one, Mr. Prud'homme.

Mr. PRUD'HOMME: Yes I know, and this is what I wanted you to repeat.

Mr. THIBAUT: The CBC's National Service will also be capable of broadcasting more Canadian programs instead of depending, as the President said, on American programming. The CBC's existence is justified for the excellent reason that it will keep the country together.

Mr. PRUD'HOMME: To keep this country together?

Mr. THIBAUT: Yes, sir.

Mr. GRÉGOIRE: This is not one of the CBC's goals.

Mr. THIBAUT: I did not say it was one of the CBC's goals, I mentioned it because it is an inevitable consequence. You can't get away from it.

Mr. DUQUET: But, on the whole, could this be called national unity?

Mr. THIBAUT: Yes sir, it could be called national unity, if once more, in the spirit of Mr. Prud'homme last comment, we have none, speaking in this sense of propagating "bonne ententism" at all cost. If you would allow me to go on giving you the reasons for the CBC's existence, I think that in the CBC's three goals, to inform, to educate and to entertain there is a way of proceeding considering the public financing of the CBC, which allows the CBC to cover a variety of fields of activity and to go about it in a manner that private enterprise could not duplicate, I don't think. But, here, listen, I'm speaking like the President would, but I am personally expressing to you my firm belief in the CBC's role, in its grounds for existing, and in the reasons why we, within the CBC, are proud of being part of this organization.

Mr. PRUD'HOMME: Now, Mr. Thibault, you told us before that if we are not satisfied with the terms of reference, let us say of the CBC, it is up to the legislators to do something about it. You can be very useful to us here, by redetermining what should be the CBC's role. According to you, should not the CBC leave to private enterprise the whole field of entertainment, and restrict itself to, let us say, an educational role?

The CHAIRMAN: Mr. Prud'homme, you must realize here that you are asking the witness to advance an opinion—



Mr. PRUD'HOMME: Yes certainly. We are here for this. It will help us, you know.

The CHAIRMAN: —and also that, each time a witness is asked outright not to relates facts but to give opinions it is normal for the chairman to tell him whether he is free to do so or not.

Mr. PRUD'HOMME: All right. Mr. Thibault is free. It is precisely for the purpose of enlightening the legislators.

Mr. THIBAUT: Then, I will do so. And I am telling you that there is a kind of entertainment, a quality of entertainment which is not cheapened, and which the CBC, through public financing, can provide to the public; it thus contributes precisely to the betterment of this public's taste, and promotes a certain number of cultural and artistic values that it alone can promote.

Mr. PRUD'HOMME: So, we agree very well on this matter. There is nothing contradictory in the question, if we read it over again attentively.

Mr. THIBAUT: These are personal statements that I am making. I am not the President of the CBC. It is necessary to speak of the CBC as a whole, of its great aims and objectives, of its main reasons for existing and so on. But I am permitting myself to say so, anyway, because it pleases me to do so, and because I am proud of belonging to that organization, in spite of all our difficulties.

Mr. PRUD'HOMME: Precisely, that remark. In spite, Mr. Thibault, in spite of these difficulties—I am telling you, when I think back of what I said yesterday, my comment first seems very trite but apparently goes to the heart of the matter; in spite of difficulties that may be temporary, do you think you could find anywhere else than at the CBC so much latitude, so much freedom in such delicate matters as you are in charge of. I don't mean sports, I mean Public Affairs, a field of activity which always has existed and always will exist. Clearly, nothing happens there, it means that someone is failing in this duty. But, in a field of action as delicate as that one, are not the temporary difficulties you are actually faced with, on the English as well as on the French Public Affairs Network, part of the nature itself of your duties?

Mr. THIBAUT: No, sir. I do not think so at all. They are not necessarily part of our duties. I am convinced that, in a different type of structure with different responsibilities, with different definitions of responsibilities, we could achieve an entirely different kind of spirit, other operations and other—

(English)

Mr. BASFORD: Mr. Chairman, I hesitate to interrupt but it is five minutes to six.

The CHAIRMAN: Mr. Basford, there is no interruption; Mr. Prud'homme has finished and the list is exhausted. I think we could take leave of Mr. Thibault at this time.

Mr. PETERS: Mr. Chairman, I have a couple of questions to put to Mr. Thibault before he leaves, if it is not your intention to have him back tonight. My questions will be fairly short.

The CHAIRMAN: Just a moment, Mr. Peters. I would like to tell the Committee that there is a vote in the House tonight so no sitting of this Committee is possible. We will meet again on Thursday.

Is the Committee in agreement at this late hour to allow Mr. Peters two questions so that we can finish with Mr. Thibault.

Some hon. MEMBERS: Agreed.

Mr. PETERS: I would like to ask one question that is fairly important. If I understand correctly, the producers of the French network sent a wire addressed to the president when the board of directors were meeting in Halifax recently. Do you know whether or not that wire was presented to the board of directors?

(Translation)

Mr. THIBAUT: No, I don't know, I am not in a position to answer your question. I have forwarded it to the president of CBC. I don't know whether Mr. Ouimet thought fit to convey the content of this telegram to the CBC Board of Directors. Besides, I did not ask him to do it. I sent it to the President of CBC who was attending a meeting in Halifax at the time, together with his board of Directors.

(English)

Mr. PETERS: Would you briefly indicate what was in the telegram?

(Translation)

Mr. THIBAUT: It is included, Sir, in the memorandum.

(English)

The CHAIRMAN: It is in the memorandum.

Mr. THIBAUT: Yes, it is in the memorandum.

Mr. PETERS: In your opinion, would the presentation of this telegram to the board of directors, not have clarified the situation that seems to be rather confused; I am referring to the president's statement to us that there was no disagreement anywhere in the CBC with the exception of what he considered to be a built-in corporation of "Seven Days" within the Corporation structure. Does this not indicate this was not true and that there was a difference of opinion in areas other than "Seven Days"?

(Translation)

Mr. THIBAUT: The president decided what he wanted to decide; I don't know that he decided. If he submitted the telegram, he obviously made the Board of Directors aware, at that time, that we also had problems. If he didn't submit it, of course, the Board of Directors could not realize then, that the French network had also its problems which could seriously be compared with those of the English network, as far as public affairs were concerned.

(English)

Mr. PETERS: Did you get a reply to that telegram?

(Translation)

Mr. THIBAUT: Mr. Ouimet acknowledged to me that the President had received my telegram and intended to meet me as soon as he was free to do so, to discuss the whole business with me.

The CHAIRMAN: Gentlemen, I wish to tell you that, since the list is exhausted, we consider that the evidence of Mr. Thibault has now been heard. I thank him for his answers to the questions of the committee.

I also have to table—we have received from CBC the collected letters which were sent to them.

(English)

I have here a tabulation of mail with regard to "Seven Days" received by the CBC from April 15 to May 13, 1966. There are copies available for all members who wish to have one. It is just a tabulation of letters, pro and con.

(Translation)

Mr. PRUD'HOMME: I understand that Mr. Thibault has finished giving his evidence.

The CHAIRMAN: Yes.

Mr. PRUD'HOMME: In case we would like it again . . . I believe things may happen within a couple of days, and it would be necessary to ask a few questions, may we then hear Mr. Thibault again?

The CHAIRMAN: The Committee can always decide to call witnesses.

(English)

The CHAIRMAN: There is no meeting tonight and there will be no meeting tomorrow. The Committee will sit at 11 a.m. on Thursday.

Mr. PETERS: Just before we leave, Mr. Chairman, is the Committee of the opinion that there was enough disparity between the survey that was prepared for the French network under Mr. Thibault and that prepared by the head office in reference to the separatist broadcast to warrant a motion to have both documents tabled. I realize this is on a voluntary basis, but I understand that Mr. Thibault referred to some of the figures.

The CHAIRMAN: I was not here yesterday.

Mr. BASFORD: Mr. Chairman, I would suggest that Mr. Peters withhold his motion until we call our next witness, Mr. Marcel Ouimet; then he can examine him and act accordingly.

The CHAIRMAN: The Committee stands adjourned until 11 a.m. on Thursday morning.

















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OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE

ON

# BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 16

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THURSDAY, MAY 19, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESS:

Mr. Marcel Ouimet, C.B.C., Vice-President and General Manager,  
Network Broadcasting, French.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,	Mr. Grégoire,	Mr. Nugent,
Mr. Asselin	Mr. Hymmen,	Mr. Prittie,
( <i>Charlevoix</i> ),	<sup>3</sup> Mr. Leboe,	Mr. Prud'homme,
Mr. Béchard,	<sup>2</sup> Mr. MacDonald ( <i>Prince</i> ),	Mr. Richard,
Mr. Berger,	Mr. Mackasey,	Mr. Sherman,
Mr. Brand,	<sup>1</sup> Mr. Macquarrie,	Mr. Stafford,
Mr. Cowan,	Mr. McCleave,	Mr. Stanbury,
Mr. Fairweather,	Mr. Peters,	Mr. Trudeau—(25).

M. Slack,

*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Forrestall on Wednesday, May 18.

<sup>2</sup>Replaced by Mr. Nowlan on Wednesday, May 18.

<sup>3</sup>Replaced by Mr. Johnston on Wednesday, May 18.



ORDER OF REFERENCE

WEDNESDAY, May 18, 1966.

*Ordered*,—That the names of Messrs. Forrestall, Nowlan and Johnston be substituted for those of Messrs. Macquarrie, MacDonald (*Prince*) and Leboe on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*

## REPORT TO THE HOUSE

FRIDAY, May 20, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### EIGHTH REPORT

Your Committee recommends that it be authorized to sit while the House is sitting.

Respectfully submitted,

RON BASFORD,  
*Vice-Chairman.*

*(Concurred in on Tuesday, May 24.)*

## MINUTES OF PROCEEDINGS

THURSDAY, May 19, 1966.

(28)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 11.15 a.m. The Vice-Chairman, Mr. Ron Basford, presided.

*Members present:* Messrs. Basford, Béchard, Berger, Brand, Cowan, Forreestall, McCleave, Nowlan, Peters, Prittie, Prud'homme, Richard, Stafford, Stanbury (14).

*Members also present:* Messrs. Duquet, Goyer, Mongrain and Whelan.

*In attendance:* From the Canadian Broadcasting Corporation: Mr. J. Alphonse Ouimet, President; Mr. Marcel Ouimet, Vice-President and General Manager, Network Broadcasting, French, and Mr. Jean Grand'Landau, Director of News and Public Affairs, French Network.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

On motion of Mr. Brand, seconded by Mr. Prittie,

*Resolved*,—That the Committee request permission to sit while the House is sitting.

The Vice-Chairman tabled the agreements between Mr. Ross McLean and the CBC concerning work to be done on the program, "Document", copies of which were distributed to the members of the committee. (*Identified as Exhibit N*).

The Vice-Chairman called Mr. Marcel Ouimet and he made a statement concerning public affairs programming and was examined thereon.

The examination of the witness still continuing, at 1.00 p.m., the Committee adjourned until 3.30 p.m. this afternoon.

## AFTERNOON SITTING

(29)

The Committee resumed at 4.30 p.m. The Vice-Chairman, Mr. Ron Basford, presided.

*Members present:* Messrs. Basford, Béchard, Berger, Brand, Cowan, Symmen, Johnston, McCleave, Peters, Prittie, Prud'homme, Stafford, Stanbury, Trudeau (14).

*Members also present:* Messrs. Goyer, Klein and Régimbal.

*In attendance: (Same as at morning sitting).*

The Committee resumed its examination of Mr. Marcel Ouimet and he supplied additional information related to public affairs programming, particularly the French network.

Mr. Trudeau moved, seconded by Mr. Prud'homme, that Mr. Stanbury be the Acting Chairman during the possible absence of both the Chairman and the Vice-Chairman later this sitting and on May 24. The motion was carried.

At 5.17 p.m., the Vice-Chairman retired and Mr. Stanbury took the chair.

The examination of Mr. Marcel Ouimet being concluded, the Acting Chairman thanked the witness on behalf of the Committee.

At 6.20 p.m. the Committee adjourned until 3.30 p.m. on Tuesday, May 24.

M. Slack,  
Clerk of the Committee



## EVIDENCE

THURSDAY, May 19, 1966.

● (11.15 a.m.)

The VICE-CHAIRMAN: The Committee will please come to order.

The first item of business is to have a motion requesting permission to sit while the House is sitting next week.

I am informed that there are several committees which have obtained blanket authority to sit while the House is sitting.

Therefore, I would ask for a motion requesting permission to sit while the House is sitting, to be moved in the House on Monday.

Mr. BRAND: I so move.

Mr. PRITTIE: Are you prepared to amend it in the House if there is any difficulty?

The VICE-CHAIRMAN: I would arrange that there be someone to amend it if the House is sitting through Monday May 23 to Thursday, May 26, if we run into trouble.

Is it agreed?

Some hon. MEMBERS: Agreed.

The VICE-CHAIRMAN: The second order of business is a letter from the director of the secretariat of the Corporation, enclosing 60 copies of various agreements between Ross McLean and the Corporation concerning work to be done by him for the program "Document," as requested by Mr. Peters on May 9.

I would table these documents. There are sufficient for distribution.

Our witness this morning is Mr. Marcel Ouimet who, I understand, has a statement to make.

There are copies available for distribution; is that correct, Mr. Ouimet?

Mr. MARCEL OUIMET (*Vice-President and General Manager, Network Broadcasting, French*): Yes, Mr. Chairman. I have a statement and I have English and French copies available for the members and for the press.

The VICE-CHAIRMAN: I will ask for a short pause while these are distributed.

Mr. PRUD'HOMME: Are there sufficient copies for the press, Mr. Chairman?

The VICE-CHAIRMAN: Yes, there are sufficient copies for the press, and perhaps they could be distributed to the press table.

These statements now having been distributed, I would call upon Mr. Ouimet.

*(Translation)*

Mr. M. OUTMET: Mr. Chairman and hon. members, let me say at the outset, with your indulgence, that I am a "CBC man" because of the respect I have for all the people in the Corporation who contribute, directly or indirectly, to the making of a product of which most of the time we have every reason to be proud. But let me also say that like my colleagues in Management I have never ceased to be directly involved in programming, to be a "program man" fully capable of appreciating both the public affairs "approach" and the Canadian "approach", particularly from the Quebec point of view.

Following the precedent of my colleague Mr. Walker, the Vice-President and General Manager, Network Broadcasting (English), I should like to support this statement by recalling very briefly and very humbly the various stages of a fairly long career.

Mr. Chairman, I was born in Montreal but came to live at a very early age in Ottawa, which already was no longer called Bytown. And to set the record straight once and for all, let me make it clear that I am neither the father, the son, nor the uncle, nor the brother of the president.

I received my B.A. from the University of Ottawa in 1934, and went to work as a newspaperman the following September. For three years, at *Le Droit* in Ottawa, I served as a journalist, the only profession I have ever laid claim to. At *Le Droit* I read proofs, covered traffic accidents and police court cases, and reported on interviews, politics, drama, music and literature. I even wrote for the financial page. I also did some sports reporting and some editorial writing.

In 1937, I received a scholarship from the French Government and enrolled in the Journalism section of the École des Hautes études sociales, at the Université de Paris, from which I graduated.

Returning to Canada in 1938, I went back to work for *Le Droit* and began my career as a broadcaster at station CKCH in Hull. Side by side with my colleague Jules Léger, the present Ambassador of Canada in Paris, I wrote and read a radio newscast every day. Five months later, in anticipation of the 1939 Royal Tour, I was invited to join the Montreal announcing staff of the CBC, which at that time had only 320 employees and no news service as such. At the time, I was the Corporation's only French announcer with experience in newspaper work. So it was that on September 1, 1939, the night the Germans invaded Poland, Dr. Augustin Frigon who was then General Manager, asked me to lay the groundwork for the CBC's French language news service in Montreal.

For two years I wrote my own French and English newscast and read them over the air. For another two years I worked as a news reader while managing the war-time news service. I joined forces with D. C. MacArthur to set up the National News Service, and in 1943 I headed the team of French language war correspondents in Europe. During this period I sent in over 800 reports, both in French and in English, from Sicily to Berlin, including the beaches of Normandy where I was one of the nine Canadian war correspondents and the first French-speaking correspondent to land.

When I returned to Canada, the Corporation's news services were still not organized on the lines with which we have become familiar during the past

years, and I was asked to set up the Public Affairs department while serving as a foreign correspondent during several months of the year, covering such events as the 1946 Paris Peace Conference and the first meeting of the United Nations Security Council in New York.

On July 1st, 1947, I was appointed Director, Radio Network (French) with responsibility for English language operations in Quebec. It was in this capacity that, acting on the recommendation of the head of Radio-Collège, I engaged Mr. Thibault, who was then a teacher at the Collège Ste-Marie in Montreal. In 1948, I was the first CBC representative on the second course of the National Defence College in Kingston. In 1950 and 1951, Management asked me to investigate the possibilities of extending the French Network coverage beyond the borders of Quebec, in such places as St. Boniface, Gravelbourg, Saskatoon, Edmonton and Moncton. In 1953, I became Assistant National Director of Programs in Ottawa; in 1957, Deputy Controller of Broadcasting; in 1959, General Manager, Network Broadcasting (French) and 1964, Vice-President.

My life has therefore been lived in various parts of the world. In Canada it has mostly been centered on Ottawa and Montreal. My background is such that I am neither a Quebecker nor an Ontario man, but I try to be a Canadian who has ties in the Capital and in both provinces, a Canadian who never loses touch with the political and social facts of the world in which he is called upon to live.

Well, enough of this biography. Like my colleague Mr. Walker, I would add that the French Networks and Quebec Division which I direct from two offices, one in Montreal and the other in Ottawa, shuttling back and forth between the two, is the CBC's largest Division, served by some 2,600 employees and operating with a budget (unfortunately an inadequate budget as every year) which will probably reach 43 million dollars. My division comprises radio stations CBF, CBF-FM, CBM and CBM-FM in Montreal; CBV in Quebec, CBJ in Chicoutimi and television stations CBFT and CBMT in Montreal and CBVT in Quebec, and it is probably the largest production centre in the world. In addition, my division works closely in many areas with the International Service and the Northern Service and increasingly in the months to come with the CBC section at Expo 67.

Mr. Chairman, I was particularly struck by the wealth of impressions in the evidence given by my colleague, producer Claude Désorcy and by the evidence given by Marc Thibault, General Supervisor of Adult Education and Public Affairs Programming in Montreal, which at first was extremely lively, but which subsequently became more circumspect. I have had an opportunity of discussing their statements with Raymond David, the Assistant General Manager of the Division, as well as with some of our immediate colleagues in Montreal. We can readily understand the feeling of frustration which emerges from the statements of the two witnesses. It is true that the CBC has its difficulties and that misunderstandings arise occasionally as they do in all organizations. *But we flatly deny that the malaise is general.* Forced as we are in Montreal to work in twenty-two different buildings, to produce programs with budgets which are nearly always inadequate, in obsolete studios and with obsolete equipment, which we are finally starting to replace with new color



equipment, it is amazing how good morale has been in most sections and surprising that we are not more envious of those whose job is not so heavy.

I would like to point out that like the President, my colleagues at the management level and, I am convinced, the majority of my colleagues at the middle or junior levels, I have a profound faith in my country and in what the CBC can do for it; that I am one of those who have never tried to deviate from the basic goals that were set for the Corporation and that I subscribe in part to the general policies enunciated by the General Supervisor of Public Affairs, policies which we have developed over the years and for which we have fought unremittingly throughout our careers. Where I am not in agreement is in the manner of applying these policies, of interpreting them. I am more in agreement with the instructions given by Mr. Thibault to his staff on the eve of the first broadcast of "Aujourd'hui" in 1963:

"All those responsible for fashioning this magazine should bear in mind that this is essentially a public interest magazine whose loyalty is to the public and as such it cannot side with any interest, any ideology or any individual, association or movement, though it must be available to all alike. The CBC has no other cause to serve in this magazine than the provision of the most complete and most representative information possible.

"Hosts and interviewers identified with the CBC must obviously refrain from injecting their own ideas into their work, although they must use their talents as performers to the full. In their role as program hosts or interviewers, they must present all significant problems to their guests and ask them all necessary questions. This they must do as responsible professionals, showing no bias whatever.

"Those responsible for the news content of our magazine should encourage the expression of all authorized, complementary and divergent views on all controversial subjects which arouse deep public interest and concern. They must make sure that all shades of opinion and interest in all areas of current affairs are given a hearing within a reasonably short time. They must also bear in mind that any expression of slanderous opinions or any erroneous news calls for an immediate right of reply or rectification. Nor must we fail to make a distinction in this magazine, when the occasion arises, between the views of our outside contributors and those of our staff. The former mainly commit the individuals who express them, but the latter commit the CBC as whole."

● (11.30 a.m.)

This is the end of the quotation. Such directives, Mr. Chairman and gentlemen, are clear, definite and specific. They might as well be dealing with other Public Affairs magazines such as "Present" on radio, or "Le Sel de la Semaine", on TV.

My thinking, Mr. Chairman, agrees also with the reasoning of the Director-General of the BBC, whom Mr. Thibault has quoted at length, leaving out those passages which might have slightly weakened his argument.



(English)

You have had through the general supervisor a copy of the address given by Sir Hugh Greene to the International Catholic Association for Radio and Television in Rome, in 1965. Among other things, Sir Hugh says that:

Broadcasting's main purposes, I believe, are not "polemics" or "battles of wits"; not the "scoring of victories", but rather the emerging of each side in controversial matters "with a deeper knowledge of the other".

It is on this point that, on several occasions, management has had to call the public affairs section to order. And Sir Hugh added:

I believe that sometimes these things make for lively broadcasting—and without some liveliness there would soon be no broadcasting, or at least only broadcasting to a limited and intellectually moribund audience. *But they are not its main purpose.*

May I point out that the italics are mine.

The main purpose of broadcasting, I suggest, is to make the microphone and the television screen available to the widest possible range of subjects *and to the best exponents available of the differing views on any given subject.*

Mr. Thibault also neglected to mention that after the Director-General of the BBC described the legal and constitutional limitations within which the BBC works, he did say that the BBC "was left alone to keep for itself the delicate balance between freedom and responsibility".

This is not very different, indeed it is not different at all from the situation at the CBC. But he goes on: "Straightaway I should say *we do to see this freedom as total license.* We have (and believe strongly in) editorial control. *Producers of individual programmes are not simply allowed to do whatever they like.* Lines must be drawn somewhere."

I have read other pronouncements of Sir Hugh Greene's over the years and knowing him personally I have been privileged to discuss these with him. In an interview given to "The Observer" on March 22nd, 1964 to Kenneth Harris, he had this to say:

One important thing is that through training and experience, producers should get an instinctive feeling of the limits of their freedom and of the occasions when they should go to the next chap up and say "Is this really all right?" and that the chap they go to should know whether it is all right or not and whether he is qualified to say so, or whether he in turn should consult. There must be a feeling about this, a sense of it. Not written directives.

I am still quoting from Sir Hugh Greene:

The BBC's correspondents and producers, he goes on, can't be allowed to do exactly what they like. They must know what is in the minds of their Editor-in-Chief, me, and of the Board of Governors, in the minds of their heads of departments: and they must know the standards at which they should aim.

The production staffs should be free to apply their judgment to practical problems, but in a framework of general guidance—

I take leave to ask you to meditate on the sentence which follows:

—which arises from the continuing discussion of programmes by themselves, their seniors, myself, my fellow directors on the Board of Management and the Board of Governors. In such things as news and current affairs programmes, says Sir Hugh, where decisions of importance may have to be made very quickly (and I include programmes such as TW3 in this category) there should be—and is—provision for quick short-circuiting—direct from producers or departmental heads to me, or to my chief assistant.

This is the short line to which Mr. Thibault objects in the new structure of News and Public Affairs and which his colleague Mr. Haggan seems he would like to have.

(Translation)

In his statement Mr. Thibault writes, among other things: "Thus it is clear that we are then contributing directly to orienting, moulding and influencing public opinion, and that from that moment the CBC with a large part of the public mounts the platform and fights for an opinion, an attitude, a precise value, of an individual, a group or even a country."

The Director-General of the BBC is less categorical. In the interview published by "The Observer" he said, and his statement may take in all the sensitive areas of controversy:

(English)

"The more political coverage we've had, the more practice we've had, the more skilful we've become—choosing representative MP's not "unrepresentative" ones, suitable chairmen and interviewers and so on..."

And when he points out that the only statutory obligation the BBC has under the Charter are to broadcast an objective account of parliamentary proceedings daily and to refrain from giving a BBC opinion, Sir Hugh has this to say:

"We are not allowed to have an editorial line on anything, and properly so..."

(Translation)

And he added a little further on:

(English)

Again it comes in the difference between us and a newspaper. We have no views. We can't argue with readers about policies and opinions, only about the degree of competence with which we do our job. One of the things the BBC stands for is to see that the "power of the medium shall always be kept within the limits of reason and justice, voluntarily, by the people who produce our programmes or appear in them. Take television interviewing. Sometimes, says Sir Hugh I'm told: "You know,

a political interviewer could absolutely destroy the person he is interviewing if he set about it". Yes, we know. That's why we are careful about the people who interview for us in BBC programmes. We have dropped some interviewers, we have continued to use others, in the light of how we think their interviewing conforms to notions we have of fair play and good manners...

Differences in interviewing are required to suit different occasions. When the individual is a newcomer, not used to the medium, we expect interviewers to be helpful. If the interview is with a politician, with experience of the medium, we expect him to be able to look after himself. The politicians understand this. Most of them like persistent, searching interviewing. It brings them out."

*(Translation)*

In Montreal during the past few months some "public relations" meetings have been arranged by the Assistant General Manager of the Division with prominent personalities from various fields. One of these pointed out that two very negative tendencies are still apparent in several of our programs, namely introspection and a flippant approach. I said the same thing on February 13th when opening the French Network's TV Fortnight. Too many CBC people, this gentleman added, fasten on the negative aspects of the situation they analyze and of the events they report. They are too ready to abandon the positive positions on which all society is based; they assume no questions are barred and they sometimes resort to tactics which are offensively impertinent. In short, it is suggested that much of our production is marred by a dangerous syncretism, or the combining of various schools of thought in a single program or in a series of programs, which leads to the destruction of things which have cost much effort to build.

Another speaker pointed out that in our impatience to shake French Canadians out of their apathy towards social problems, we have not paid sufficient attention to the various steps leading to a progressive understanding of all these problems. Too rude an awakening may engender dangerous psychological traumas. Our people, he continued, have believed so long in certain traditions, in certain interpretations of religious or other truths, that it is risky to shatter their illusions too abruptly.

How are we to reconcile these views with those of the Supervisor of Public Affairs? How are we to reconcile these criticisms with what amounts to a claim to the right to subordinate a dynamic and explosive subject to "showmanship", to the personality of those who take part in the program, people who too often cannot control themselves on a live program, even under close supervision: people we are "the guides, guarantors, guardians, mentors and gadflies of the public"; or when he requires the same qualities of his reporter-interviewers or research staff, whether they be freelance or full-time employees.

"There is nothing more harmful for creative specialists", writes Mr. Thibault, "than coercion and censorship". I agree. But, if a prejudice shows through, if an untoward sentence slips out, if research is sloppily done or incomplete, if the facts—all the facts—have not been checked, intervention on the



part of Management is no longer censorship or coercion but a critical judgement, that our English-speaking compatriots and the Director-General of the BBC refer to as "editorial judgement".

Mr. Chairman, it is because we are conscious of our public and moral responsibilities, because we respect our democratic institutions and values, our freedom of speech and of opinion, because we acknowledge the rule of law and of freedom of worship and because we have respect for the individual, that we shall never gainsay the right to editorial commitment in public affairs in the particular area of defending, but not of attacking, "the basic moral values—truthfulness, justice, freedom, compassion, tolerance". I agree with my colleague and with Sir Hugh Greene that we should not be impartial about certain things "like racialism or extreme forms of political belief".

I have pondered this last phrase and considered it at great length and I would like my colleague, Mr. Thibault, to ponder over it too, for a long, long time. For instance, have we been partial or impartial when extreme forms of political fanaticism have appeared in recent years? Again, when a recent incident occurred, did we not examine the sociological phenomenon or, if you will, the philosophy of violence, in a fairly dispassionate manner? Mr. Thibault was called to question several times about separatism. I was neither convinced nor satisfied by his explanations.

Again, were we partial or impartial when the CBC carried fairly regularly—and this is not an impression but a considered statement—the noisy assertions of persons whose opinions must be respected in a democracy, though they need not necessarily be shared, persons who are now talking of sovereignty, self-determination and decolonialization, which is tantamount to challenging, perhaps unwittingly and with the tacit support of those who believe in the need for emotional release, what must remain the major aim of the CBC, namely the *fostering of unity and understanding among Canadians*, while serving equitably the two main language groups and cultures and the special needs of Canada's various geographical regions.

In this the CBC has been more successful than anyone else. Whilst we do not lay claim to complete success, it is one of our continuing concerns.

Obviously, the Corporation does not aim at unification in the narrow sense of the word. It recognizes that Canada's existence depends on the survival of the two cultures. It also affirms that our National radio and TV services depend on the way in which the French and English Networks respect common policies.

From the very start, the Corporation's Board and Management recognized that the French Network—now the French Networks—should be on an equal footing with the English Networks. We have not yet reached that stage, but considerable progress has been made. They also recognized that the French Networks, by their very nature, would show an independent French spirit of their very own together with a Canadian spirit, and that they wish to foster the spread of the French language and spirit within an overall Canadian context. It was their intention that the French Networks should be to the fore, with their own unique initiatives, and an integrity based on objectivity and fair mindedness.



Mr. Chairman, my interventions have not been as numerous as some would like to suggest, especially since last September when the reorganization of News and Public Affairs structure became fully effective. Nor have my decisions been arbitrary. I intervened whenever I felt it was my duty to do so and I respected, whenever possible, the lines of authority, my purpose being to ensure respect for the policies mentioned earlier, to which Mr. Thibault had subscribed.

There is no question of throttling freedom of expression within the CBC. On the contrary. All majority or minority opinions have a right to be heard. No orders come or have come from Ottawa, from the President or myself, about this. I have merely asked for moderation, within the bounds of accepted standards.

It is said that the CBC must be responsive to what the audience wants and should sometimes even guide certain trends or it will become a hide-bound institution instead of a living and breathing organization. Well, I am all for it, but we must move in a positive direction which will benefit the people of Canada as a whole.

It is all very well to claim the right to shake public opinion with vigour, perhaps even deliberately, and to outrage consciences, but what assurance do we have that a subject which may be taken for granted in Montreal will strike the same chord in Ottawa, Quebec City, Moncton, Northern Ontario or Western Canada, which are also on the French Networks? French Canadians outside of Quebec are part of our audience too, but when do we take enough trouble to recognize this fact and to provide a platform for their minority views, except to pronounce the judgement that they are doomed to be assimilated and to disappear? What makes our job difficult—and it is difficult—is that in Montreal we find it very hard to understand the reactions of those who live elsewhere.

Management has never attempted to usurp the responsibilities of the regular program authorities and never will. But its function is to manage. In doing this it is neither arbitrary nor absolute. But when it considers that there has been a breach of established policy, it cannot be content with merely accepting the usual excuse that mistakes are bound to occur due to inexperience or stupidity.

We are the first to admit that the era of cosy fireside chats is past. We are also the first to admit that Canada and the CBC are in full development. However, what does not and must not change are responsibility, good taste and judgement.

Some of our colleagues criticize us for not placing full confidence in them. They aspire to absolute autonomy. We would ask nothing better than to give them this confidence, provided we could be certain that our mandate would not be betrayed and that supervisors at all levels could be certain to eliminate gross errors of judgement.

My task and that of the Director of News and Public Affairs would be that much simpler! But even in the light of the teachings of the Council, before which we must all bow, we are not prepared to agree that our concept and assessment of Public Affairs should be shaped, more than they are already, solely by the very people within the Corporation whose profession is Public Affairs.

Gentlemen, I am at your disposal.

The CHAIRMAN: Thank you, Mr. Ouimet. The first person on my list is Mr. Prittie.

Mr. PRITTIE: Thank you, Mr. Chairman. Before I ask Mr. Ouimet some questions based upon his statement this morning I would like to refer to a matter that Mr. Thibault brought up having to do with Monsieur Mitterand. I believe Mr. Thibault said he had an agreement with his immediate supervisor to invite Mr. Mitterand to the program but that this was later cancelled because management did not want it to take place for some reason or another.

Before I put my question, may I say that this sort of thing seems to be done on the English network, for instance, on Front Page Challenge. I recall in 1963 Mr. Harold Wilson came over here and was interviewed. What was the objection to asking Mr. Mitterand to appear on the program?

Mr. M. OUMET: Mr. Prittie, may I say that I feel that we should single out this particular incident as an example of where communications did not flow up or, at least, when communications flowed up it was on a Friday afternoon around 2.30, when Mr. Mitterand, I understand, already had his airplane ticket in his pocket despite the fact that I am supposed to approve of any foreigner travelling to and from Canada, whether it is by CBC personnel or people coming to the CBC. I was given two hours to make up my mind. I tried to find out at that point exactly what was the plan of the broadcast, and I was given the general details. I was told that we would do on Aujourd'hui a special broadcast of a public meeting where Mr. Mitterand would be explaining, I would imagine, what the French Republic's policy was on Viet Nam as opposed to Professor Fall of the United States, who evidently would be giving the other point of view, that of the American government. I questioned on this point whether or not there would be any Canadian interlocutor on this program and did not receive a satisfactory answer. I then pointed out Mr. Mitterand was a defeated candidate in very recent weeks for the presidency of the French Republic and I felt that the CBC had the full right to invite him. However, I felt also there were certain matters of protocol which should be observed; in other words, that it would be strictly a matter of courtesy to let, for instance the Minister of External Affairs for Canada, Mr. Martin, know that Mr. Mitterand would be in Montreal on such and such a date because Mr. Martin might want to meet with him and might also want to have discussions with him. I also felt the French Embassy had to know about this because they too would have been inevitably involved by the visit of the former candidate, of a defeated candidate to the Presidency of the French Republic. It is because these particular things were not looked after, and given only two hours to make up my mind I had to turn the thing down. Otherwise, it could have been discussed more fully. Similar invitations were made, I agree, on Front Page Challenge and, in the past, on a program called Édition Spéciale, which we had on the French network. The original guest who was supposed to come to Canada to discuss this with Professor Fall was Mr. Mendès-France. However, he is out of politics, at least actively, at the moment. But, to my mind, you do not receive for all intents and purposes, the equivalent of the leader of the opposition or a friendly power without some measure of preparation. Two days ago Mr. Thibault said that I was expected to go and greet him. I did not know about this until a week ago. I do not think the Vice-president and General-manager of the

French network has a high enough status to greet a man like Mr. Mitterand. These are things we have to think about in the business. But, it was not at all on a matter of content that I turned it down.

Mr. PRITTE: Because a Canadian public corporation made arrangements to have an invited guest it would seem to me that it would be better to go ahead with it since you had no objection to the content. But, I appreciate the fact you were not given very much notice and that you should have received more notice.

Mr. M. OUIMET: Evidently, this was discussed for a few days—at least, this is what Mr. Thibault indicated in his statement two days ago. But, if I had been told and had had time to clear up these problems then, definitely, I would not have raised any further objection. But, I was never told or it was never indicated to me that there was a possibility of delaying this broadcast, let us say, for a week, because it had been conceived within the confines, I understand, of a two week special programming period which we did in February, to which I referred in my statement, *La Quinzaine de la Télévision*.

● (12.00 noon)

It was strictly the way the thing was organized that brought out a negative answer. Before giving my answer I checked this with two of my colleagues on the Program Council of the CBC here in Ottawa. Mr. Walker being in Toronto, I had occasion to check this particular invitation with Mr. Jennings, who is another member of the Program Council, and with Mr. Hallman, who is the chairman of the Program Council.

Mr. PRITTE: I have another question, Mr. Chairman. Mr. Thibault mentioned the question of separatism and the number of separatists who appeared on the French network. He gave the figures for a three-year period of 12 separatists who appeared 60 times and 80 non-separatists who appeared 550 times. My question is a rather direct one: Is it your opinion that people with a separatist point of view were appearing too frequently on the French network during the period under discussion?

Mr. M. OUIMET: Do you mean out and out separatists? I would say these figures cover the recognized separatists. What I objected to was the subtle and clandestine statements made in the course of the programs, and not only in one program, as I have to be concerned with a large number of programs. At one point, two or three years ago, women's broadcasts, children's broadcasts, youth programs and public affairs programs were all engaged in doing public affairs, for all intents and purposes, with no co-ordination whatsoever. It was the general impact of these broadcasts which led me, on a number of occasions, to say that we were definitely going the wrong way and also to point out the subtle fashion in which certain things could happen on the air. For instance, I remember something that had shocked me quite deeply. A young man and a young lady were coming back from one of the first trips they made to the West under the auspices of the Centennial Commission. They were asked to recount their experience. They were most eulogistic about the kind of reception they had received in British Columbia, in the Western provinces and so forth. The interviewer did everything possible to try to trip them up and to make them say, one way or the other, that somehow and somewhere along the trip they



must not have felt at home. Mind you, they were inexperienced, as it was, most probably, their first time on the air. These are the kind of things which, I think, make for what I call in many instances irresponsible journalism.

Mr. PRITTIE: Are you referring to staff people or invited commentators?

Mr. M. QUIMET: This particular interviewer was a staff man.

Mr. PRITTIE: You mentioned that it happened in a number of broadcasts. Were these staff people?

Mr. M. QUIMET: Some were staff people and others were freelancers, one of whom was, for about two years I would say, on a youth program. He happened to be the host of a program called "Vingt Ans Express". He is now the head of the R.I.N. in Quebec.

Mr. PRITTIE: Do you suspect that this was organized, or were these persons acting individually the way they wanted?

Mr. M. QUIMET: I do not suspect that it was organized; I cannot prove it. However, there were strange coincidences. I also have to take into account that particular period when all this was being talked about so much. What I was asking for was for cool-headedness whenever we had these people on the air, that we should not fan the fires. Never have I said "do not use separatists" or "do not have them on the air". What I wanted was that at least we should not, by our interview, fan the fires that were already pretty dangerous.

Mr. PRITTIE: Is it not something of an editorial position that you are taking?

Mr. M. QUIMET: It is an editorial position. Mind you, those incidents go back much further, before the new structure was put into effect. In those days I used to communicate with the Director of the division, who, in turn, would communicate with the regional director of programs, who, in turn, would communicate with the director of programs on TV or radio, whatever medium had pulled this particular stunt, who, in turn, would communicate. I would imagine by then, with the head of public affairs, and who, in turn, would go to the supervisor. Perhaps you can appreciate why, the President and I met with some of our colleagues in Montreal about a year and a half ago in order to improve communications with Headquarters. At that time those very colleagues told us that they could not give more than about 15 per cent of their time to public affairs programs or news broadcasts. This is where we felt a shorter line had to be established, a line which, for all intents and purposes, parallels the kind of line which exists in the BBC between what is called their spoken word and the Director General, and what exists in the U.S. networks and in most networks throughout the world.

Mr. PRITTIE: Mr. Chairman, I have one question which I want to preface by reading a couple of quotations from Mr. Quimet's statement made this morning, and one quotation from Mr. Thibault's statement.

The first one is one page C-7 of the English version of Mr. Thibault's statement and reads as follows:

To avoid this sort of interventionist supervision in the direct chain of command, it is the duty of top management and head office to determine that it is "the right men in the right places", with full knowledge of the



departments they direct, of their personnel, attuned to their environment and capable of intellectual, moral and humane leadership, which inspires its organization, challenges its personnel as well as its top management, and establishes a real dialogue within the higher and middle echelons.

On page 8 you quote Sir Hugh Greene as saying:

—producers should get an instinctive feeling of the limits of their freedom.

On the last page of your statement, page 17 of the English version, in the second to the last paragraph you say:

Some of our colleagues criticize us for not placing full confidence in them. They aspire to absolute autonomy. We would ask nothing better than to give them this confidence, provided we could be certain that our mandate would not be betrayed and that supervisors at all levels could be certain to eliminate gross errors of judgment.

From all of that, Mr. Ouimet, it is obvious to me that you do not have the confidence of the Supervisor of public affairs. Mr. Thibault of the French network.

Mr. M. OUMET: You mean I do not have the confidence of Mr. Thibault?

Mr. PRITTIE: Yes, to do the sort of thing of which you spoke in your statement "We would ask nothing better than to give them this confidence, provided we could be certain that our mandate would not be betrayed and that supervisors at all levels could be certain to eliminate gross errors of judgment".

Mr. M. OUMET: I cannot speak for Mr. Thibault. This is quite possible, but I must say it was a surprise for me to find out, when the "Seven Days" affair broke out, that Mr. Thibault did not agree with the new structure or did not agree with the men in it. The first manifestation of this was at a meeting which we had in Montreal the week following the Board meeting in Halifax. This was a very frank meeting between myself, the director of news and public affairs, Mr. Grand-Landau who is sitting right next to me, and the supervising group of the Public Affairs Department. Until then we had no inkling of it. In fact, if the Chairman will allow me, I can ask Mr. Grand-Landau to speak for himself and to recall the conversation which he had with Mr. Thibault and his opposite number in the news department, Mr. Vosniacos, six weeks and two months before this particular meeting, where none of these sentiments, as they were reported to me, were ever voiced.

Would you like to hear Mr. Grand-Landau on this?

Mr. PRITTIE: Mr. Chairman, will you allow me one or two questions after Mr. Grand-Landau speaks?

The VICE-CHAIRMAN: I think we had better deal with one witness at a time.

Mr. M. OUMET: To my knowledge this was the first time, at the meeting in Montreal, that the structure was questioned. The second time that it was questioned was when Mr. Thibault made his statement here before the Committee.

Mr. PRITTIE: The point I am trying to get at here is that if you have the confidence of the Supervisor of public affairs, intervention would not be necessary. He mentioned six cases in which it occurred. If he was capable of carrying out his mandate, as you mention on page 17, then intervention on your part would not be necessary.

Mr. M. OUMET: In all instances except, as I said, in very few instances indeed, I deal with the Director of news and public affairs, not directly with Mr. Thibault.

The VICE-CHAIRMAN: You have about three minutes left, Mr. Prittie.

Mr. PRITTIE: On page 11 of your statement you mention that you had invited a number of prominent personalities to take part in the discussion concerning the way interviews were carried out.

Mr. M. OUMET: It concerned the general programming of the CBC, not only interviewing.

Mr. PRITTIE: Without asking for the particular names, I would like to hear from you what sort of people they were, where did they come from, did they come at your request?

Mr. M. OUMET: They may come from the journalistic field, they may come from the business field, they may come from the church, they may come from the Labor field. We try to cover as wide a spectrum as possible.

Mr. PRITTIE: Did they come at your request?

Mr. M. OUMET: We invite them. That is why I did not mention their names, because otherwise I think these public relations meetings, which are very useful, at which we get dispassionate opinions about our programming, would lose their value. If it was to be known that a particular individual might be quoted later on. We would not have all the frankness that actually develops at these particular meetings.

Mr. PRITTIE: No, I did not ask for names. I have one last question. At the bottom of page 16 you say:

What makes our job difficult—and it is difficult—is that in Montreal we find it very hard to understand the reactions of those who live elsewhere.

Do you mean Montreal or the province of Quebec?

Mr. M. OUMET: Of course this is an opinion which I have expressed a number of times. I love the Metropolis, I was born there, I am there on an average of about two days a week. However, I am not the only one who has this feeling.

Mr. PRITTIE: I wanted to find out whether you are referring to the minorities outside province of Quebec?

Mr. M. OUMET: I am referring to the concept that a large city like Montreal, for instance, will have of the problems existing elsewhere in the country. Montrealers have a tendency, which I mentioned, to introspection—à se replier sur eux-mêmes—

● (12.15 p.m.)

Mr. PRITTIE: Well, I think I am like that.

Mr. M. OUMET: I would not want to say this!

Mr. BRAND: Mr. Ouimet, I want to go back, if I may, to this question of confidence. Mr. Prittie has asked you questions and indicated his feeling that Mr. Thibault does not have confidence in management. Could I ask if you, as representing management, feel you have confidence in your producers?

I ask the question in view of page 17 of your statement in the English translation, where you indicate quite clearly that there is some lack of confidence, at least on your part, in their ability. Do you feel that that is correct, that perhaps they lack responsibility?

Mr. M. OUMET: There again, Dr. Brand, I think we would have to distinguish—we have a staff of somewhere around 116 producers, and I do not believe that all of them are equally qualified. It all depends on the field in which they operate.

Mr. BRAND: Let us take Mr. Thibault, then.

Mr. M. OUMET: In the case of Mr. Thibault I think I showed him confidence over the years, because I believe I was one of those who approved all of his promotions, on the recommendation of his immediate chiefs. I was the one who actually approved of his producing "Aujourd'hui" on the recommendation of his immediate chief. I was the one, again with the concurrence of Mr. Grand-Landau, who, when he requested it, put him back into the job of General supervisor of public affairs on, I believe, July 1 last year.

Mr. BRAND: But you do say: "We would ask nothing better than to give them this confidence, provided we could be certain that our mandate would not be betrayed and that supervisors at all levels could be certain to eliminate gross errors of judgment." Surely this is an indication that you feel that you cannot give them the full autonomy they seem to want.

Mr. M. OUMET: I believe I made myself quite clear on that. I believe that Public affairs is a field where you cannot delegate as fully as you may, for instance, in the fields of drama, music and variety and so on.

Mr. BRAND: And you have also stated quite clearly, I think, that you do not believe that the CBC should take editorial stands, as such?

Mr. M. OUMET: Certainly not editorial stands which place the CBC in a direct position of standing pro or con on something highly controversial.

Mr. BRAND: I am thinking of what is said on page 8 of the English translation of Mr. Thibault's statement, where he says: "I therefore believe I am authorized to uphold here, gentlemen, the necessarily editorial character of our public affairs activities." You would not agree with that statement?

Mr. M. OUMET: I have qualified that in the statement I have read. I do believe in editorializing—but if I may refer to the page—

Mr. DUQUET: Page 15.

Mr. M. OUMET: Page 15, perhaps.



Mr. DUQUET: The second paragraph.

Mr. M. OUIMET: I do not believe that the numbers of the pages in the English translation are the same.

Mr. BRAND: This is where you say that you are asking for moderation within the bounds of accepted standards—

Mr. M. OUIMET: This follows what I said about editorial judgment.

Mr. BRAND: We can, perhaps, return to that afterwards and we can look at it at our leisure. I could ask you another question and save time at the moment: Do you agree with the stand taken by the "Seven Days" staff, as evidenced by Mr. Leiterman, Mr. Watson and Mr. LaPierre, in the light of what has happened?

Mr. M. OUIMET: I would be a very remiss member of senior management if I did.

Mr. BRAND: That is a good way of getting around the question, but I understand what you mean.

Mr. M. OUIMET: Frankly, I do not agree.

Mr. BRAND: However, most of your very excellent paper here has been directed to discussion of the production staff and things of that nature. Would you not think that this is true, and do you not agree that a great deal of what you have said deals with editorial comment and the manner in which these public affairs programs should be presented?

This is a matter where two hosts were fired. Do you agree it should be the hosts rather than the producing staff, remembering that this is a completely scripted show?

Mr. M. OUIMET: Well, on this score, whether or not it was a completely scripted show, I have no personal knowledge.

Mr. BRAND: We have evidence to that effect.

Mr. M. OUIMET: But even when a show is scripted there are very subtle ways of doing things and still the possibility of visual editorializing.

Mr. BRAND: You are thinking of the tears, perhaps?

Mr. M. OUIMET: Not particularly the tears.

Mr. BRAND: In this connection, have you never had an episode such as this on the French network?

Mr. M. OUIMET: We have had episodes on the French network where there has been—

Mr. BRAND: Did you fire the hosts?

Mr. M. OUIMET: —visual editorializing.

Mr. BRAND: Did you fire any hosts?

Mr. M. OUIMET: We did not; but we certainly saw to it that it was brought very strongly to their attention.

Mr. BRAND: You did not fire them in this case? They were not fired for this sort of thing?



Mr. M. OUMET: No, we did not.

Mr. BRAND: Do you believe that hosts should give no opinion at all.

Mr. M. OUMET: Well, on this, again, I think I made myself clear when I quoted to you Mr. Thibault on what he thinks should be the role of the host, as it was defined by himself in his memorandum before starting the magazine program "Aujourd'hui" on December 31, 1962. I believe the program saw the light on January 1, 1963. I agree with Mr. Thibault's views: "Hosts and interviewers identified with the CBC must obviously refrain from injecting their own ideas into their work, although they must use their talent as performers to the full."

Mr. BRAND: You would not agree, then, with the statement in the policy of the CBC, No. 65-6, page 3, where it says that it is recognized that the use of program personalities—under which guise, Mr. LaPierre was hired—may entail the expression of views by them?

Mr. M. OUMET: Again, it is a matter of degree. There are views and views. For instance, Dr. Brand, if I were interviewing you on the air, on what purported to be an honest interview, and at the end of the interview I said, Well, Dr. Brand, I am sorry, but I am certainly not going to vote for you," I do not know how you would feel about it. This is the kind of thing that a host should not do.

Mr. BRAND: But they are still allowed, then, some editorializing, or some degree of opinion, or the projection of their personalities?

Mr. M. OUMET: Of course.

Mr. BRAND: Surely a tear, for example—an emotional reaction—would be a projection of a person's personality, would it not?

Mr. M. OUMET: I am afraid I am not too qualified on the subject of tears.

Mr. BRAND: You do not agree that the producer should have been fired in this case?

Mr. M. OUMET: There, again, this is something which happened on what we sometimes refer to as "the other network." The decision was discussed with my principals, by the President and General manager of the English network. A decision was taken. I am a member of management. I certainly do not disagree with the decision. But I am not in a position, not knowing the full background of the controversy, to come out and say whether or not the producer—

Mr. BRAND: Have you ever had any similar problems on the French network with, say, "Aujourd'hui," or "Le Sel de la Semaine"?

Mr. M. OUMET: No, not really. As has been pointed out, the producer on the French network is in a pretty secure position. You have read Article 8.1, of the contract which binds us to the producers. You really have to prove a major mistake in order to make the association accept it.

Mr. BRAND: This, of course, brings up the reasons for this type of agreement which is apparently not so on the English network.

There was, I believe, a bit of a disturbance a short time ago with the French producers.

Mr. M. OUIMET: A bit of a disturbance which lasted something like 69 days.

Mr. BRAND: What were the reasons for that, when everything is so rosy, as you have pointed out. Were they asking for too much liberty?

Mr. M. OUIMET: I was then Deputy controller of broadcasting in Ottawa. My contacts with Montreal in 1957-58 were not too frequent. There were many causes, I would say, for the disturbance.

Mr. Brand: Do you believe they have all been rectified?

Mr. M. OUIMET: I do not believe they have all been rectified, but I think a lot of them have.

Mr. BRAND: You would not agree, as you have said in your statement, that there is a general malaise at all?

Mr. M. OUIMET: This I deny categorically; and I have checked this again with the man who is really on the spot, who is my assistant, Raymond David. He, again, was talking with supervisors in various areas yesterday, and they absolutely deny that there is a general malaise.

Mr. BRAND: And yet the evidence we have had from the other side is to the effect that there is a general malaise.

Mr. M. OUIMET: There may be a malaise in Public affairs.

Mr. BRAND: By "general" you mean not in the music department.

Mr. M. OUIMET: I know of no malaise in the music department, except that sometimes the music department might be a bit disappointed that we have failed to embark on a production which might be a bit esoteric. But generally these differences of opinion are confined to matters of practicality.

● (12.30 p.m.)

Mr. BRAND: Were you present at the Board meeting in Halifax?

Mr. M. OUIMET: No, I was not.

Mr. BRAND: Do you have any knowledge of the statement sent by Mr. Thibault to the President?

Mr. M. OUIMET: I believe a copy was sent to me.

Mr. BRAND: At the same time?

Mr. M. OUIMET: A copy did reach me. It was sent on the Thursday and I received my copy very shortly thereafter.

Mr. BRAND: I take it that you did not read it at this time because you made a statement a short while ago that you did not know there was any difficulty in this regard until a week after the meetings in Halifax.

Mr. M. OUIMET: I certainly read the statement. I was puzzled by one or two sentences in it. However, it was only after I met the supervisors that I gained the impression that the statement as written by Mr. Thibault referred to something more than the "Seven Days" crisis. I thought this was the information they wanted. The statement contains the words, "in view of certain recent happenings", but having no further knowledge, I did not take the matter too seriously at that time.

Mr. BRAND: Do you know if it was presented to the Board?

Mr. M. OUIMET: I am not in a position to say. The President could answer that question, but not having been in Halifax, I do not know.

Mr. BRAND: Mr. Chairman, I believe I can come back to this matter later and let some other members put some questions at this time.

The VICE-CHAIRMAN: According to my time, you still have five minutes.

Mr. BRAND: That is fine. I will let someone else question now.

Mr. STANBURY: On page 8 of the English version of your statement you refer to an interview given by Sir Hugh Greene to Kenneth Harris of the *Observer* at which time Sir Hugh Greene said: "Producers should get an instinctive feeling of the limits of their freedom. There must be a feeling about this, a sense of it." Do you feel that the producers within your jurisdiction have this feeling now?

Mr. M. OUIMET: Some of them have; some of them do not.

Mr. STANBURY: Do you feel that the Supervisor, Mr. Thibault, has that feeling?

Mr. M. OUIMET: Well, I would expect as head of the department he should have. I took it for granted that because of these weekly meetings with the Director of news and public affairs that everything was coming to light—I should not say everything—at least everything that could be considered contentious. As was pointed out, the meeting was held in Halifax. I generally receive the minutes by Friday morning. However, there have been instances when certain very important matters, including the Mitterand business, have not been raised at these particular co-ordinating meetings.

Mr. STANBURY: I believe someone asked another witness at one point whether a comment such as that could be taken as a vote of confidence in the General supervisor in other places. Does your comment constitute a vote of confidence in your General supervisor of Public affairs?

Mr. M. OUIMET: I do not believe I am in a position at the moment to give either a vote of general confidence or a vote of general non-confidence. I would have to look into the matter much further. For the last three days I have listened to statements of considerable length and the considerable importance. I must say I will have to read *Hansard* very carefully in order to understand exactly the philosophy behind all these statements. I might say also that I will have to spend a few hours with my friend Mr. Thibault perhaps, so that we can come to understand exactly what he means and exactly what I mean.

Mr. STANBURY: Have you spent very many hours with him in the past?

Mr. M. OUIMET: Not over the last few months because, mind you, through circumstances we have been rather busy with other matters. The re-organization in Montreal took a great deal of my time. For three and one half months; that is, from November 1, 1964, to February 15, 1965, I happened to be General manager and also Director of the division at the same time. Then I appointed Mr. David and the two of us made a selection of the other directors. Then with the directors we had to go down the line. So this took us the best part of six to



seven months. I would say the re-organization of the network was not really completed until early September last year, at which point, for instance, in the field of Public affairs and News, Mr. Grand-Landau actually took over. Before he took over he had to disengage himself from his job of CBC correspondent in Washington.

Mr. STANBURY: Do you feel that these problems of re-organization have contributed to a lack of communication between your level and Mr. Thibault's level?

Mr. M. OUMET: Perhaps between Mr. Thibault's level and myself. However, as I said before, I appointed a Director of News and Public affairs to be my contact in Montreal who I expected to follow through either with the General news supervisor or the General supervisor of Public affairs. I did not feel that I should intervene directly. I have said that Sir Hugh Greene does it and I know he does it a great deal more frequently than any of us would do it. In fact, we bend backwards not to go directly to the lower levels.

Mr. STANBURY: If I understood him correctly, I believe he feels it is necessary to maintain some personal contact with the producing level. Do you feel that way?

Mr. M. OUMET: Yes, and we do have contacts, not necessarily official, but every time I go to Montreal I meet producers and newsmen.

Mr. STANBURY: In the light of the circumstances of the last few months, do you feel the new system is working adequately so that you have proper contact with Mr. Thibault through the new position which has been created?

Mr. M. OUMET: Mind you, this was pointed out to me at the meeting held on the Tuesday following the Halifax Board meeting. Someone has suggested that I should hold regular meetings with the Supervisors of Public affairs. I have absolutely no objection to this. However, I felt that I had a Director of News and Public affairs holding regular meetings every week and who was keeping me posted, and that I should not intervene and call meetings myself for fear of what we say in French, "*diminuer sa propre autorité*", to diminish his own authority.

Mr. STANBURY: In any event, what Mr. Thibault had to say here was news to you?

Mr. M. OUMET: No, it was not news to me because of the wire to the President in Halifax and because of the meeting which lasted some 12 hours in Montreal, on the Tuesday following the meeting. Therefore, it was not news to me any more, but certainly I would have preferred some months ago, if Mr. Thibault felt as strongly as he evidently did when we re-organized the division, he had sent me not a 30 or 40 page statement, but a 10-page memo expressing his strong opposition to a new structure.

Mr. STANBURY: So far as you are aware, he never expressed these views to you officially?

Mr. M. OUMET: He never expressed them to me and, to the best of my knowledge, he never expressed them to his immediate supervisor.



Mr. STANBURY: I gather from what you have said in your statement that you have felt very uneasy about the lack of objectivity in the general effect of Public affairs broadcasting on your network. Am I correct in this?

Mr. M. OUMET: I have felt and, for many years, I could not help but feel uneasy about it because Public affairs mushroomed from 1960 on to the extent that there are now something like 14 hours of Public affairs in the regular weekly schedule. This does not take care of the University broadcasting, the youth programs, and other areas where controversial broadcasting may also occur. My own feeling has always been, frankly, that through circumstances with the financial and human resources at our disposal, we were trying to do too much in many instances. It was also my feeling that we were not going deeply enough into certain problems, that we were skimming the surface and coming out with what I considered to be imperfect journalism.

Mr. STANBURY: I believe what you have said seems to go farther than that. It seems to me that you almost indicated that it was not necessarily a conscious effort by the staff of the CBC, but that your Public affairs programming had been virtually captured by certain political elements.

Mr. M. OUMET: Well, if that was implied I would like to correct it, because I do not believe this. I believe that a certain climate of osmosis was all of a sudden developed. For instance, during the years when bombs were exploding in Montreal and where the independence cause was being promoted very highly in various circles, one could not help but feel that the subject was practically on the lips of everyone and was bound to be reflected in the broadcasting of the CBC. This is why I was always asking for a measure of ponderation in everything.

Mr. STANBURY: If it did not become the captive of any particular political group, do you see the danger that it could under present relations?

Mr. M. OUMET: I do not believe so under the present regulations and under proper supervision. Mind you, there might have been a danger of this some years ago when top supervision was not being exercised fully.

Mr. STANBURY: Would I be able to conclude then that if the kind of autonomy which seems to be wanted by the General supervisor were present, you feel there could be a danger of either a deliberate or simply an accidental capture of the Public affairs programming by people for their own personal ends?

Mr. M. OUMET: I believe it would be more accidental than deliberate.

Mr. STANBURY: However, you can see one of the purposes of supervision as preventing this sort of thing?

Mr. M. OUMET: Indeed.

Mr. STANBURY: And do you feel that existing lines of authority in your own network and existing guidelines for the producers and supervisors are adequate to carry out the purposes which you have outlined in your brief?

Mr. M. OUMET: Proper observance of these guidelines and the line of authority, in my opinion, are sufficient. As Mr. Thibault pointed out, we still do

not have a definition of what a supervisor happens to be. He called them "superviseurs" in French. We are very conscious of this at the moment because of the contract we have in the Producers' Association, and this famous Clause 8.1 which makes it very difficult to define the actual relationship between the immediate supervising producer and the producer. We have tried to make this thing work on a sort of voluntary basis and a through mutual confidence being developed between the supervising producer and the producer because, technically, under article 8.1, the producer has the authority, for all intents and purposes, to do as he wishes except, of course, management never has given up its rights—and you find that at the beginning of the contract. But, that contract, mind you, was based on the award of the 1959 strike and we have been living as best we can with this clause.

● (12.45 p.m.)

Mr. STANBURY: Do you feel this clause has seriously inhibited proper supervision?

Mr. M. OUIMET: It definitely could but I would say that many producers have shown themselves realistic enough to understand that in many instances they could go to the next chap up.

Mr. STANBURY: Do you feel they have exercised responsibility?

Mr. M. OUIMET: I feel they have exercised responsibility and shared it in many instances.

Mr. STANBURY: And, so far as you are concerned, the existing system is working well?

Mr. M. OUIMET: Well, it does not seem to be working badly, mind you, in areas other than public affairs, but evidently there is a crisis in Public Affairs.

Mr. STANBURY: Did I understand you to say that you were not aware of the crisis in the terms that Mr. Thibault has described it until his telegram to the president, and the subsequent events?

Mr. M. OUIMET: No. Mind you, I knew there were difficulties. For many years I was one of those who felt that the moment Public affairs got into what we call in French, information, the information field generally speaking, that inevitably it would bring about considerable clashes with the established news service of the CBC, and it did. The reason behind bringing them together was to try to effect a marriage which would lead to healthy competition, but certainly not cut throat competition.

Mr. STANBURY: Has it been an unhappy marriage?

Mr. M. OUIMET: Well, I have reasons at the moment to believe that perhaps the spouses will have to get some sort of marriage guidance to prevent a divorce.

Mr. STANBURY: We have gained the impression that the situation in Toronto at least, and I gather in Montreal too, in the News and Public Affairs departments is not exactly one of connubial bliss because there seems to be quite a bit of stress between the two.

Mr. M. OUIMET: I realize this and I expected it, mind you, because, of the historical situation in which we found ourselves.

Mr. STANBURY: But, you feel this is the best arrangement in the light of the circumstances?

Mr. M. OUIMET: I think it is the only arrangement for the present. But I feel also it is only one step, that there are other steps eventually that could be taken to improve the situation even further than what exists at the moment.

Mr. STANBURY: Would you care to outline briefly these steps?

Mr. M. OUIMET: Frankly, I think, eventually, we must look to one information service, such as exists in NBC and as at CBS, which is called News and current affairs. But, because of the historical situation and rivalries which have existed between departments, I think most people appreciate that we could not bring this about except by taking a purely arbitrary decision, which would have been resisted by one or the other or perhaps both departments. It was felt that we could not bring this through by an arbitrary decision; but, we did feel that with time we might reach the point where the departments would understand that their mutual interest could best be served not by competing unduly but rather by coming to a healthy merger.

Mr. STANBURY: Mr. Chairman, I think my time is up. I would like to thank you, Mr. Ouimet, for what I found to be a very thought provoking brief, and for your answers.

(Translation)

Mr. DUQUET: Mr. Ouimet, do you think that the present crisis in the Public affairs department would be due to an exaggerated hunger for power amongst certain producers? Just that question.

(English)

The VICE-CHAIRMAN: Well, Mr. Duquet, I do not believe that is a supplementary question. I have you on the list but I must call upon Mr. Prud'homme at this time.

Mr. DUQUET: I have to go.

The VICE-CHAIRMAN: Do I take it you will not be here this afternoon?

Mr. DUQUET: I do not think so.

The VICE-CHAIRMAN: I could allow you to put your question but only with the permission of Mr. Prud'homme and the Committee.

(Translation)

Mr. M. OUIMET: I am going to answer, and I will do this very quickly. It is a very strong temptation for producers, for heads of departments and so on, for anybody to feel the power he has in his hands, to really exert it. Then we always come back to the question of judgment. There are people who accept authority in an easier way than others, and others who just cannot stand it, or accept it as well.



(English)

Mr. PRUD'HOMME: Mr. Chairman, perhaps you would like to adjourn and proceed this afternoon. I will abide by your wish.

The VICE-CHAIRMAN: Well I would think you could put the seven minutes remaining to very good use.

Mr. PRUD'HOMME: I will.

(Translation)

Mr. PRUD'HOMME: Are we to understand in the Committee that the relations are in such a position on the French network, with Mr. Thibault and Public Affairs? What are we to understand is the position? Are we—

Mr. M. OUIMET: At a dead end?

Mr. PRUD'HOMME: To put it more directly. Are there no relations at all? One of the two should leave, is that the position? Is the situation so serious, that one of you must leave?

Mr. M. OUIMET: I do respect the judgment of my colleagues in the press, and this was suggested by some newspapers. I do not believe it is necessarily so. Between men of goodwill there is always a way of finding a solution, but, on the other hand, there are principles I am absolutely definite about, they are the principles set out by the President of the Corporation. I have no possible alternative other than having those applied. If I did not agree I would just resign.

Mr. PRUD'HOMME: Mr. Ouimet, taking my case as an example, I have felt that I am a Federal member representing Quebec since I have been here, I think that without speaking for my colleagues in Quebec about the general unease in our Quebec section, whatever be the efforts that we may exert here in Ottawa, to revalidate, reorganize or make more democratic that Quebec section to have better representation by Quebec members of our part of the country in Parliament. All this work—and it is very difficult work—is frequently undermined within a few programs, by a few comments on the air, on the French Public Affairs network. We feel that all this work that we are doing in Parliament that we have conducted over a very long period of time, feel this work is being undermined in a few minutes by program interviewers. People who are French-speaking realize how important television is, particularly with regard to the uneducated masses. We feel our work, as Federal Members of Parliament is completely undermined. Do you have a comment to make on this?

Mr. M. OUIMET: I indicated earlier, Mr. Prud'homme, that to a certain extent I believe Montreal people just look at themselves. The feeling you might have in Ottawa, is also true in Quebec City. I have heard people saying this, all this pertaining to something Mr. Thibault explained, the enormous concentration of all the means of production and so on in Montreal, the impossibility for us to decentralize. We did not have enough staff to decentralize, we did not have studios and so on, at other locations until the very last years we did not have much in Quebec City or Ottawa. This created this climate of looking just at oneself. It is a climate we should resist continuously. I have been living in



Ottawa since 1953 now, I listen to the French network coming from 120 miles, and I do not react in the same way as I would in Montreal, which is just 120 miles away. I do not contest your statement, but this is really part of the quiet revolution, the events of the last few years, the importance of the measures taken in the economic, social or political fields over the last 5 or 6 years. This is what has created that impact. Then there are the difficulties between the Provincial Government and the Federal Government. We are a microcosm of the nation, and we are a sort of a small representation of the nation at large.

Mr. PRUD'HOMME: I would ask our Chairman whether members of the Committee or those who are interested who are French-speaking—because it is the French programs on the national network that interests them—I wonder if we could inquire about the reports about the foundation of the Quebec section of the National Liberal Federation. I would like members of the Committee to hear these reports and then they could be more objective in regard to our conclusions. We are trying to build something, perhaps I am wrong, but the reports about the founding congress Quebec section of the federal Liberal Party certainly were not the kind that would help us. I would like to hear that report again. Would that be available for us?

Mr. M. OUMET: I am quite sure the report is either on tape or record because our regulations say that we should keep these for at least six months in our files. It still exists. It is one of the programs about which Mr. Thibault accused me of interference.

Mr. PRUD'HOMME: Of having interfered?

The VICE-CHAIRMAN: Mr. Prud'homme, it being one o'clock, possibly Mr. Ouimet may consider during lunch time whether he could produce this transcript.

The Committee stands adjourned until after orders of the day.

#### AFTERNOON SITTING

MAY 19, 1966.

• (4.30 p.m.)

The VICE-CHAIRMAN: The recommendations of the Montreal Producers Association made to the Fowler Committee were tabled earlier. I have additional copies of documents for those members who want them. They are only in French; no English copies are available.

(Translation)

Mr. PRUD'HOMME: I would like to ask Mr. Ouimet if it would be possible to table the tape so that we would have an opportunity of hearing it. In particular I would like to hear the tape recording of the broadcast on the foundation meeting of the Quebec Liberal Federation. I should think this would be possible for the members of the committee. Of course this would be on condition that the CBC were willing. We could move elsewhere to hear it if that were necessary. Those interested could do so. Is this possible, Mr. Ouimet?

Mr. M. OUIMET: It is a half-hour program on the radio which we had on records. It is possible. However, since it is one of the controversial programs for which I was accused to have intervened, yesterday I had made a stenographic transcript of the parts objected to. If this is enough for you, Mr. Prud'homme, very well. Oh, you would rather hear the whole show, would you not? Well, we can do this, I believe.

*(English)*

The VICE-CHAIRMAN: Excuse me, Mr. Prud'homme. Do I understand you are asking for a transcript of the broadcast?

Mr. PRUD'HOMME: No, I said I would rather listen to the record than read the transcript because it might be quite different. This is a radio program to which I would rather listen than read the transcript.

Mr. M. OUIMET: It is possible to do it.

The VICE-CHAIRMAN: Arrangements will be made for you to listen to it.

Mr. PRUD'HOMME: Make it on Saturday night, if possible.

Mr. TRUDEAU: Will this not be heard by the whole Committee?

The VICE-CHAIRMAN: Mr. Grégoire has requested to see some shows, and arrangements are being made that he and those members interested see them. I think the same procedure should be followed in this case, rather than to have the whole Committee sit and listen to the broadcast.

Mr. M. OUIMET: We could do it, Mr. Chairman, in fact the same morning or the same afternoon—whatever is decided—when the members of the Committee come to see the extracts of "Seven Days".

The VICE-CHAIRMAN: I would suggest, Mr. Prud'homme, that unless the point is terribly important—we have had transcripts of certain things given to the Committee before, such as the transcript of the President's address over the closed circuit radio—the transcript would be sufficient. However, if you feel there is a material difference, we will hear it.

Mr. BRAND: I support Mr. Prud'homme in his request to hear the program—in view of the tremendous amount of talk we have had about the varied inflections which make such a difference on a program—rather than see the actual transcript. I believe this is a good point.

The VICE-CHAIRMAN: In this case we will hear the actual broadcast.

*(Translation)*

Mr. PRUD'HOMME: Mr. Ouimet, it is said that the CBC—we are becoming experts now on this—people talk about zones, regions, areas, in Canada? What do you mean by zones?

Mr. M. OUIMET: The Corporation is divided into three divisions. There is the Headquarters—the headquarters commands three divisions. The divisions—for English broadcasting, French broadcasting, and the division for regional broadcasting. I mentioned this morning what was the scope of the French network. Mr. Walker explained, I believe, some days ago what was the scope of the

English network which, to summarize, is centred in Toronto, and Regional broadcasting involves what is neither Toronto nor French network—that is Newfoundland, the Maritimes, the Ottawa zone, the Prairies and British Columbia. And the International Service, I had forgotten. The problem is the following. We decided, we attempted to divide these 8,000 employees between the three general divisions. That is, putting them on the same footing, and that gave us over 2,000 per division, excluding the employees at Headquarters.

Mr. PRUD'HOMME: Am I to understand there is a zone for Ottawa only for Public affairs? French and English speaking?

Mr. OUIMET: No, the Ottawa zone is a production zone in which are found, amongst other things, News and Public affairs. The zones and regions where they produce for the network as a whole, from the point of view of content of broadcast, come directly under the divisions. Where there are questions that are purely administrative, the personnel is, within the zone, considered as being part of the zone. A program like "Sextant" from Ottawa, from the point of view of hosts or guests, will be discussed with public affairs in Montreal by the Ottawa zone.

Mr. PRUD'HOMME: Thus, I understand that in Public Affairs there is an Ottawa zone under the ultimate responsibility of Montreal?

Mr. OUIMET: From the point of view of content, certainly. From the point of view of general policy also.

Mr. PRUD'HOMME: Thus, I understand that recently there was a vacancy at Ottawa. At what level was this vacancy? Production, responsible persons?

Mr. OUIMET: There have been several vacancies.

Mr. PRUD'HOMME: That is the one I am interested in.

Mr. OUIMET: The vacancy was that of Supervisor for Public Affairs for the Ottawa zone.

Mr. PRUD'HOMME: The Ottawa zone is under the responsibility of Mr. Marc Thibault, who is responsible at large for Public Affairs in Montreal. Does the Supervisor for the Ottawa zone get his orders from Montreal?

Mr. OUIMET: In regard to the content of programs produced in Ottawa for the network, yes.

Mr. PRUD'HOMME: For Public Affairs?

Mr. OUIMET: For Public Affairs. In all fields. It is the same if Ottawa produced, let us say, a French theatrical production for the whole French network, the content will be previously discussed with management in Montreal.

Mr. PRUD'HOMME: And, in the final analysis, the persons appointed are appointed with the approval of Mr. Marc Thibault in Montreal?

Mr. OUIMET: No it is the reverse. The people selected to participate in Ottawa broadcasts...

Mr. PRUD'HOMME: I am sorry. I talked about—

Mr. OUIMET: You mean Supervisors.



Mr. PRUD'HOMME: Supervisor of Public Affairs.

Mr. OUIMET: Yes, but it is done in close consultation with the Director of the Ottawa zone and Director of Programs for Ottawa.

Mr. PRUD'HOMME: Do you not believe the Public Affairs zone in Ottawa is important enough—deals with enough matter—for it to be an independent zone from Montreal?

Mr. OUIMET: I would say no because I think this would lead to considerable confusion and this has happened already in the past. For instance, the same subject, I think it was four years ago, the same subject was dealt with one evening on the network by Montreal and the next evening locally by Ottawa. One of the guests mentioned this on the television program. He had been on twice. I think co-ordination is essential at the network level, if we do not want to have the guests on twice and the programs on twice.

Mr. PRUD'HOMME: To what extent does Public Affairs in Montreal have a right of supervision, or at least control, over federal political activities?

Mr. OUIMET: Well, the right to overlook, to look into it. It exists in this field as well as in any other field. I repeat—the content is subject to approval, not necessarily in advance, but certainly subsequent to the broadcast. I do not think that Mr. Thibault, any more than his immediate assistants, are consulted on every broadcast. But he may express his pleasure or displeasure with certain programs through his colleague in Ottawa, who is the head of Public Affairs for the Ottawa zone.

Mr. PRUD'HOMME: Concerning the refusal by Mr. Jean Lesage to take part in *Rencontre*, did you know that *Rencontre* and *Sel de la Semaine* organize political programs, for political leaders, first of all? And were you aware of the fact that Mr. Lesage refused? And when were you informed, if you were informed, about the refusal of Mr. Lesage to participate?

Mr. OUIMET: I was made aware of the organization of *Rencontre*.

Mr. PRITTE: Mr. Chairman, I do not know, we heard the questioning on Mr. Lesage's refusal to appear. . .

(English)

Mr. Chairman, on a point of order. We have already heard this question of Mr. Lesage's refusal to appear on the program "Le Sel de la Semaine" before, and I really do not know what it has to do with the subject we have before us.

(Translation)

Mr. PRUD'HOMME: Let me finish. You will see that it does have a link. If Mr. Lesage refused to go on it was certainly because he had major reasons not to do so. If he refused it probably had to do with a problem that we are always looking for in the French section of Public Affairs.

(English)

The VICE-CHAIRMAN: Just a moment, Mr. Prud'homme; I also have question on the relevancy. If this line of questioning is leading to something that is relevant to the public affairs management within the CBC and on your undertaking that your questions are relevant to this subject, I will let you continue.



Mr. PRUD'HOMME: No doubt, so far as I am concerned. I would like to know the reason, because anyway, here, two or three days ago, we were told that because of a precedent established by the CBC, all political parties in Quebec would be on an equal footing. I checked the program *Sel de la Semaine* and I realized there was equal importance attached to the PSQ, which has only three candidates, which is not a political party, and which was, in fact, only recognized as such for this program. I could not ask the question before the telecast.

Mr. PRITTIE: "Seven Days" did the same thing.

Mr. PRUD'HOMME: I am not considering "Seven Days."

The VICE-CHAIRMAN: I would ask you to address the Chair.

Mr. PRUD'HOMME: Exactly.

The VICE-CHAIRMAN: Please go ahead, but I would caution you that I do not quite see the relevancy of some of these questions. I am relying on your undertaking that these questions are leading to a point which is relevant.

(Translation)

Mr. PRUD'HOMME: I do continue to believe—

Mr. OUMET: I was aware of *Rencontre* and of the attitude taken in inviting our heads of parties along with certain interviewers. The four were the same who had been recognized at the meeting where they had been allotted shared time. As for *Sel de la Semaine*, I did not know anything about this until Friday of last week. I learned it from outside the Corporation. I think we must understand, Mr. Prud'homme, that for the last ten or twelve days, communications have not perhaps been as good as they might have been, or as they were.

Mr. PRUD'HOMME: I would like to interrupt here. I might have reached the point I was driving at. I wonder whether the trouble happening now was not really planned to occur at this time. I feel I can think this. I feel that communications between you and these other people might have reached a point where there would be no communication at all. I wonder in the present circumstances, whether this was not deliberately planned. I have a right to believe that. I hope it is not so, but in fact, I could believe that.

Mr. OUMET: I cannot express any views in regard to that.

Mr. PRUD'HOMME: Mr. Ouimet, you said you learned this from outside sources. I ask you who informed you?

Mr. OUMET: I learned it through a telephone call from Quebec City.

Mr. PRUD'HOMME: You had a telephone call from the Premier of Quebec?

The VICE-CHAIRMAN: I regret, Mr. Prud'homme, that you always seem to reach your point when your time is up; but I have to interrupt you to tell you that you have time for one question.

Mr. PRUD'HOMME: Again?

—one question.

The Quebec Premier's Office gave reasons for the refusal of the Prime Minister to participate in the show "Sel de la Semaine" and "Rencontre"?

Mr. OUIMET: I was told quite clearly that the Premier of Quebec did not consider it fair and equitable to put him and the Leader of the Official Opposition in Quebec on the same footing as the two other leaders of political parties—because I thought there were only two then. I discovered Tuesday that there was a third, the P.S.Q. I had not expected that at all.

Mr. PRUD'HOMME: I apologize, but Mr. Prittie continues to believe there are five parties.

(English)

I am sorry, Mr. Chairman, but it is quite important for us—

The VICE-CHAIRMAN: I am sorry, Mr. Prud'homme—

Mr. PRUD'HOMME: Mr. Chairman, this is quite important for us. Mr. Prittie still insists that there are—

The VICE-CHAIRMAN: It is very important, but it is also important that the Committee observe the rules which the Committee laid down for its own discipline, and one of the rules is that each member has 20 minutes.

Mr. PRITTIE: I saw the program.

Mr. PRUD'HOMME: From the fact that there are three candidates one should realize that there is a problem—

The VICE-CHAIRMAN: Order.

Mr. PRITTIE: Mr. Ouimet is saying 4.

The VICE-CHAIRMAN: Mr. Prittie, please.

Mr. STAFFORD: Mr. Thibault stated in his testimony yesterday that he has met the President only once in the last five years, and then later on he stated that he has had many strong discussions with the President on the subject of separatism. From your knowledge, which is right—one meeting or many meetings in the course of the last five years?

Mr. OUIMET: This is a pretty hard question to answer. Of course, it all depends on what you consider to be a meeting.

Mr. STAFFORD: When one meets a person I take it that it does not have to be for any given length of time.

Mr. OUIMET: I do not know whether Mr. Thibault meant he had met the President only once since 1959, but to my knowledge he did meet the President—and in my presence—more than once since 1959; and not necessarily only in my presence, but in the presence of our other immediate colleagues.

Mr. STAFFORD: Mr. Thibault mentioned another intervention involving a program produced in Quebec city, called "Cards On The Table," or "Cartes sur Table," during the fortnight promoting television programs. Can you explain this intervention and what it was all about?

Mr. OUIMET: The program "Cartes sur Table" was made during the fortnight of television early in February, and it came out rather badly. We felt that the panel, most probably through no fault of the producer, had become unbalanced.

When I saw the program I was rather surprised that the discussion should have taken place the way it did take place. Most probably I should have called Mr. Thibault and asked him to inquire from Quebec city, what had happened, but I used a short-circuit and called the man who is head of CBC in Quebec city. It was not to express my rather great disappointment but to find out what had happened. He told me what he understood had happened. That is the sum of my intervention.

It was not an *ante facto* intervention by any means. It was a day or so after the program had been on the air. I asked for an explanation of how it had come about that during the fortnight of television, when we were discussing radio and television generally, only attacks against ourselves should have come out of the program, and from the four panelists, to all intents and purposes.

Mr. STAFFORD: Would you consider this intervention on your part as an example of management trying to impede the creative ability of producers.

Mr. OUIMET: No; it was purely to get at how it could have happened, and I was given an explanation which satisfied me. The producer was most disappointed about what had happened. But I certainly did not in any shape or form blame him.

Mr. STAFFORD: Why was it that management objected to the showing of a film on the treatment of arthritis?

Mr. OUIMET: I am afraid this is one which can lead to a pretty long story.

Mr. STAFFORD: Could you tell me a little about it?

Mr. OUIMET: To make it as short as I can, it was the way this thing was done. All of a sudden I heard that for two weeks a reportage of 28 minutes had been made on a so-called new treatment for arthritis. On Friday, March 28, this reportage was shown to representatives of the College of Physicians and Surgeons, and the College of Physicians and Surgeons were asked to delegate someone either to agree with some of the pretensions made in the reportage—by a member of the College of Physicians and Surgeons, mind you—or to disagree.

The College of Physicians and Surgeons, being aware of the treatment and having some very grave reservations, contacted the President and asked us not to cancel the show, literally, but rather to wait until they had a chance to explain to us the dangers of the show.

The President called me and I asked the College of Physicians and Surgeons to write an official letter. They did. So did the Canadian Society for Arthritis, Rheumatism and Multiple Sclerosis. The broadcast was never cancelled. It is still on the shelves.

We insisted that the heads of the public affairs department and the Director of news and public affairs and myself would hear the representations of these gentlemen, and we did for five hours. After hearing them we decided to shelve the program temporarily while the College of Physicians and Surgeons were making an inquiry as to the validity of the treatment.



I saw the contemplated interview myself. It lasted about 14 minutes. I was very disturbed because I felt that it could lead to a flock of patients going over to this clinic.

There were objections to the use of cortisone. I felt that this would simply disturb those patients who happened to be under the treatment of cortisone at the moment. Cortisone, it is known—and this was explained to us by the doctors we met—may lead to dangerous reactions. We all know that penicillin, in the case of some people, can also lead to dangerous reactions.

We felt it to be the moral and public duty of the CBC to shelve this program temporarily until the College of Physicians and Surgeons had a chance really to go into it and see whether this treatment with bee venom, which dates back to the era of the Pharaohs, was something that was valid in the treatment of arthritis, in the treatment of multiple sclerosis and in the treatment of rheumatism, or whether it was just one of these things like a glass of water and an aspirin.

Mr. BRAND: Aspirin is good for arthritis.

Mr. OUIMET: Yes; I got a course in medicine that afternoon!

Mr. STAFFORD: In other words, you did not want to create any false suggestion in the minds of people who were using it, or create doubt in the minds of people who were—

Mr. OUIMET: We did not feel we should get into the field of medical affairs. We have got to be very careful.

Mr. STAFFORD: Mr. Thibault complained of an intervention in a radio program called "Present" concerning a promotion being made relative to the amount of money being spent by the United States in the war in Viet Nam.

Mr. OUIMET: Yes; this was a very short spot, actually, which I happened to hear one night when I was in my car coming back from the office. It sort of jolted me. It was on a Wednesday night. I cannot remember the date. All of a sudden, during the program, when there was a pause, came this spot "today the government of the United States spent \$34,470,000 to pursue its war in Viet Nam"—bang!—period, and then another pause. The next morning I arrived in Montreal and I inquired about this spot and asked Mr. Thibault for an explanation. He said he would call me back.

That night I had recorded a short interview on the consolidation project in Montreal for the general program, and I happened to tune in at 5.30 to see actually how I came out. The spot came on again. So the next morning I inquired and the explanation I was given was that the Supervisor and producer had approved of this. It was felt that this was one way of bringing to the attention of the people of Canada the immense financial disbursement of the government of the United States in Viet Nam. I was told the spot was supposed to go on again tonight, that is Friday. I said "I am sorry, it will not go on." I was asked if I was taking a position of authority and I said yes because I felt that the CBC has no right to give such approval.

Mr. STAFFORD: Mr. Thibault indicated to us when he was a witness that the unreasonable dictates from top management were so numerous that they



created fear and discontent and stifled and inhibited the creative ability of producers. I asked him how often these took place and he said too often, and he indicated there were hundreds. I asked him to name eight or ten of these. I would like to review three or four of them with you this afternoon. He actually named seven instances of unwarranted intervention by top management in his estimation. The first one was refusing to allow the expense of bringing a Mr. Mitterand to Montreal. Do you consider this an unfair and unjust request for management to make?

Mr. M. OUMET: Mr. Stafford, this morning I gave the background and the reasons why I refused this particular broadcast, and the circumstances under which it happened.

The VICE-CHAIRMAN: This particular portion is all on the record.

Mr. STAFFORD: The second instance was that management complained that a Federal election was unbalanced and a memorandum was issued threatening very serious penalization. Do you consider that the memorandum which was issued threatened very serious penalization? If so, do you think that you had the right to make that memorandum?

Mr. M. OUMET: I agree that the memorandum was severe; it was couched in pretty precise terms. However, I believe it was perfectly right for the Director of news and public affairs to issue that memorandum. Perhaps instead of sending it to the supervising-producer, he should have used the direct line of the Supervisor of Public affairs, Mr. Thibault. Mr. Grand-Landau had been in office only about six weeks at that point. This is one of the occasions, I would say, where we were perhaps remiss in not following the line of authority.

Mr. STAFFORD: Another objection was that a similar terse written memorandum was issued after the program on the Liberal convention in Quebec saying that very serious measures would be taken if such a mistake re-occurred. Do you think that you should exercise authority to a person to issue such a memorandum?

Mr. M. OUMET: I would ask Mr. Grand-Landau to answer the question on this particular score because he was the one involved directly in it. Mr. Grand-Landau is at my right. Would you be satisfied if he gave an explanation?

Mr. STAFFORD: All right.

The VICE-CHAIRMAN: This morning I prevented this particular thing from happening. However, if the Committee wants the answer—

Mr. M. OUMET: I can answer the question.

The VICE-CHAIRMAN: If you know the answer, please give it.

Mr. M. OUMET: I know the answer. There was no memorandum issued, but there was a communication from me to Mr. Grand-Landau asking him if he had heard this particular broadcast. This is the broadcast which Mr. Prud'homme was referring to earlier. Mr. Grand-Landau called me back because we have a hot line between his office and mine in Ottawa. His comment was that this was inconceivable. I said, "Well, this may be a management reaction", but I said, "something should be said to this fellow so that it does not happen again". Mr.

Grand-Landau than took it up directly with the Assistant general supervisor of public affairs who happens to deal particularly with this program, and is the immediate assistant to Mr. Thibault. He passed on the fact that this young man should be told that this type of thing would not be tolerated again, but there was no memorandum issued.

*(Translation)*

MR. PRUD'HOMME: A connected question. Is it not possible that the intention was not to have a satirical program at all? We might understand in that case. No? Well, that was just in case. The matter was raised this morning.

MR. MARCEL OUMET: When you listen to it you will see if the intention was satirical or not—

MR. PRUD'HOMME: Oh, but I did listen.

*(English)*

MR. STAFFORD: After the Prime Minister offered his services in the Kashmir dispute, with which I believe you are familiar, it came on television headed, "Where Kosygin had success, Pearson fell." Apparently there was some objection to this. Do you consider this an unwarranted intrusion into the apparent inherent policy of the producers?

MR. M. OUMET: I believe in this connection you are referring to the Bona Arsenault telegram. I can tell you that the Bona Arsenault telegram arrived in Ottawa when I was away; in fact, I read it in the newspapers. It certainly alerted me to what might have been an ill-considered commentary, but there were no threats, there were no suggestions that the series would be cancelled. It so happened that after the Wednesday morning meeting I was in my office and Mr. Payette and Mr. Grand-Landau dropped in, and that was a week after the incident. I sort of questioned the advisability of having the formula which we were using, that is, using the same man five nights in a row, to comment on international, national, local or regional affairs. I said it might be that it would be a good thing before too long to review the situation. I was asked by Mr. Payette to be patient. He said, "at least let the series carry on until the end of the season, and then we could review our position". I said that was fine. I believe confirmation of the fact that this formula is more or less acceptable is that with the advent of the Quebec provincial election we could not carry it through. We then had to go back to a regular alternating of commentators. As I said, to give the same commentator the microphone five nights in a row, particularly during an election campaign, or it could have happened during the Munsinger affair, or it could have happened during the "Seven Days" affair, I do not believe is conducive to having matters on a fairly regular basis.

MR. STAFFORD: Have you ever given your consent to a program which you later regretted? I would like a short answer to that question.

MR. M. OUMET: Oh, inevitably. I am far from infallible.

MR. STAFFORD: Do you feel that the CBC has a stiffer code than, say, the CTV, or vice versa?

MR. M. OUMET: I do not know the code of CTV. However, I have read enough about the code which governs Public affairs broadcasting in any

commercial company. I am quite sure that the code of the CBC is much wider than the code would ever be on CTV or even, for that matter, some of the American networks.

Mr. STAFFORD: In other words, you feel that the CBC has a stiffer code than the Americans, or a more lenient code?

Mr. M. OUMET: We have a much broader code.

Mr. STAFFORD: The CBC has a more lenient code?

Mr. M. OUMET: We have a broader system.

Mr. STAFFORD: Did you see the television show on the American network called "Death of a Salesman"?

Mr. M. OUMET: Do you mean the drama?

Mr. STAFFORD: Yes. I believe it was on October 8.

Mr. M. OUMET: No, I did not.

Mr. STAFFORD: Did you see the review in the *Time* magazine written on May 20, 1966?

Mr. M. OUMET: No, I did not. I gave up reading *Time* some years ago.

Mr. STAFFORD: I have a quotation here which reads:

Despite shortcomings, the program deserved the unreserved raves it gathered from critics all across the country. Salesman loomed as nothing less than olympian.

And back a little ways, it said:

And television's code blotted many of the play's sharpest lines (even 'by God, I was rich' became 'by George, I was rich').

Do you think, with the strict supervision that you and other top management gave the CBC, that you would have allowed the sentence to go through 'By God, I was rich', or would you have changed it to "By George, I was rich"?

Mr. M. OUMET: If it had come to me personally, being a French-speaking Canadian, I must say that I would not have been at all scandalized by the words 'By God', because in French we say "Mon Dieu" so easily, so perhaps the inference would not have been the same.

Mr. STAFFORD: How far do you consider top management should be able to go in directing activities of the producers?

Mr. M. OUMET: I believe if we cannot reach anyone, at one point, that top management has got to go right down, otherwise we must go through the line and this is what we do. However, I can tell you of a recent incident where I did go right to the producer because I could not reach the supervisors and because the matter was urgent. It was in connection with the names involved in the Munsinger affair. I had no time to go through all the lines of authority, so I checked with one of the magazine people. I said, "Are you talking about the Munsinger affair tonight?" and he said "yes". I said, "Are you joking about it?" He said "yes". I said, "Look, the names are just out; I am advised by counsel that there must be no joking about this for the time being because we could be able to lawsuits."



Mr. STAFFORD: It is obvious then that you allow your producers to go further than the Americans are allowed to go. With this in mind how do you account for the very unhappy feelings about orders you do give? Do you think that you actually give them too much latitude with the result that in the few times when you do object, they feel very badly and hurt about it? Do you feel that top management orders are so dictatorial that they make the work of the production staff unbearable?

Mr. M. OUMET: Producers are creative people; their programs are something like their own children—a father always resents criticism about his child. I can understand their position. I believe they are human beings and very sensitive. Mind you, we are trying to make the comments as palatable as possible. Sometimes in the rush we forget about the sensitivity of individuals. However, we take some pretty rough comments ourselves. We have, of course, perhaps developed a pretty tough armour.

Mr. STAFFORD: Would that not be something like the manager or owner of a trucking firm walking over to one of his drivers to say, "I do not want you going eighty miles an hour any more; I want you to slow down to sixty"?

Mr. M. OUMET: To a certain extent, yes. Actually it is not a difficult analogy to follow.

The VICE-CHAIRMAN: Mr. Goyer is the next questioner. However, before I call on him there are a couple of matters of business to which I must attend now. The plans of this Committee are to hopefully complete Mr. Marcel Oumet's evidence today or tomorrow morning, and then to meet at 3:30 and 8 o'clock on Tuesday in room 371 in the West Block. Mr. Harrison, who was in Japan, but has now been contacted, will be here at 3.30 on Tuesday.

Mr. PETERS: Who is Mr. Harrison?

The VICE-CHAIRMAN: Mr. Harrison was, for the purpose of this Committee, the chairman of the President's Study Group. The steering committee decided to call him. There is a very small possibility that on Tuesday neither Mr. Pelletier nor myself will be here. I expect that we will both be here, but there is a small possibility that we will not be available. I would like to guard against that possibility. I also have to leave very shortly in order to bring a matter up in the House of Commons at six o'clock. I have checked with the parliamentary counsel, Dr. Ollivier, in this respect.

Mr. PETERS: That is all right. You do not have to worry about it. I have checked with the parliamentary counsel and he has advised me that it is possible for a Committee to appoint an acting chairman in the absence of the Chairman and the Vice-Chairman. Therefore, to avoid any difficulty at 5.30 today or next Tuesday, when there is a possibility that neither the Chairman nor I will be here, I would ask for a motion to appoint someone as an acting chairman to act in the absence of the Chairman or the Vice-Chairman.

● (5.15 p.m.)

Mr. TRUDEAU: I move Mr. Stanbury be appointed acting chairman to act in the absence of the Chairman or the Vice-Chairman.

The VICE-CHAIRMAN: Thank you.

Mr. PRUD'HOMME: I second the motion.



The VICE-CHAIRMAN: Is there any debate on the motion?

Motion agreed to.

The VICE-CHAIRMAN: We will be adjourning at 6 o'clock and it was my hope that we could complete Mr. Marcel Ouimet today. If we are unable to do so by 6 o'clock I hope the Committee would resolve to sit either tonight or tomorrow morning for a short period in order to complete the witness. The list is not too extensive so let us hope that we can be finished by 6 o'clock.

Mr. TRUDEAU: Mr. Chairman, in any event, is there a meeting tomorrow morning?

The VICE-CHAIRMAN: It will not be necessary unless we are unable to complete the evidence of Mr. Ouimet today. We will see at 6 o'clock what the situation is.

Mr. PRUD'HOMME: Mr. Chairman, is it understood that Mr. Alphonse Ouimet will be back?

The VICE-CHAIRMAN: Yes. The general plan, after consultation with members on this, was that Mr. Harrison be heard on Tuesday and Mr. Alphonse Ouimet on Thursday which, at the moment, would complete all the witnesses the Committee has decided to call.

Mr. COWAN: Mr. Chairman, you said that Mr. Alphonse Ouimet and Mr. Harrison would complete all the witnesses the Committee has decided to call. I presume you mean the questioning of management and employees on this ridiculous matter we have before us. There has been no question about the estimates, and surely Mr. Ouimet will be back at that time.

The VICE-CHAIRMAN: What I meant, Mr. Cowan, was that the Committee would have completed the hearing of all the witnesses the steering committee decided to hear on this matter. If the steering committee subsequently decides to hear more witnesses on other subjects that is the right of this Committee.

Mr. STAFFORD: When did you say we resumed?

The VICE-CHAIRMAN: Well, if we do not have to sit tomorrow it will be on Tuesday afternoon at 3.30.

(Translation)

Mr. GOYER: Mr. Ouimet, I must say that I preferred the second part of your text to last reply. You were rather paternalistic at the beginning whereas on the contrary, at the end of your replies, you were talking of the responsibility you have to take as senior management. But on reading your brief, and on hearing of evidence of Mr. Thibault—the second day particularly could we be in agreement to say that management has an undeniable right to criticism of the finished product, on condition such criticism be general in character and be done through normal channels, that is to say, within the system as established by the CBC, and respecting the communication lines within the CBC?

Mr. OUIMET: I entirely agree with you, Mr. Goyer.

Mr. GOYER: Now, if I understand correctly the Public Affairs and News section differ somewhat as to structure and operations within the structure from other sections?

Mr. OUIMET: Yes, it is a new structure we implemented. We decided upon it in November, 1964 but it was never implemented in final form before the beginning of September, 1965, when, as I explained this morning, Mr. Grand-Landau could leave his job in Washington to become Director of News and Public Affairs in fact, what it was, it was not a fusion but a sort of bringing together, as close as possible, of the news and public affairs areas under the same head.

Mr. GOYER: But it seems to me the question of structure and of operations within that structure is a matter of prime importance. Naturally, there will be friction because friction occurs anywhere in any organization, but was there a particular reason why Public Affairs and News did not come under the CBC Director in Montreal, as other sections do?

Mr. OUIMET: The Director of the CBC in Montreal is not the head of the network. He is my immediate assistant, but I have delegated to him very considerable authority in all areas except with regard to news. We thought it was desirable, because of our experience, to shorten the line between General management and the News and Public Affairs sectors. I believe you were not here this morning, but I explained that we originally had six levels to go through before we reached Mr. Thibault's level or the level of the news department. We had to go through the department head, the regional broadcasts department, the TV broadcasts department, starting from me. At the present time, you have in fact, between Mr. Thibault and me only the Director of News and Public Affairs. The main aim was very simply to give the news service the attention it deserves. I must say that due to circumstances the news service did not have as much importance as it deserved. In 1952, when we started with TV, we could not do like our English colleagues. We had to make our own entertainment shows. They could get a lot of their shows from the United States, or get them on film. French TV hardly existed. Belgian TV, or Swiss TV did not exist, and even now, what we can receive from the French-speaking TVs overseas is still quite restricted, so we had to concentrate our efforts on entertainment, and because of that news suffered. I was very conscious of it and when I took over General management in 1959, I tried as hard as I could, with all the means possible, to reach that point where I could develop the Public affairs sector, also develop a news sector and since we implemented the new structure, I am quite sure that despite all our difficulties we have improved on our situation.

Mr. GOYER: Without going so far as to advise the transfer of headquarters from Montreal to Ottawa, etc or Montreal to Toronto, do you think it efficient that the man who is the man that is mostly responsible, more particularly for Public affairs and News be, generally speaking, in Ottawa rather than in Montreal, where he could be in closer touch. Do you not think it is inefficient?

Mr. OUIMET: I must admit I have often wondered about this, and I am still wondering about it. I am going to explain that I travel regularly to Montreal—I am away from home about 150 days a year. If I were in Montreal, and the Head Office remained in Ottawa, I would have to spend two days in Ottawa at least, so I would have only three days in Montreal. On the other hand, I often wondered whether if I were in Montreal, on the spot, I could truly judge the

service with the same impartiality I try to have with the sort of remoteness, the remoteness the 120 miles from here to Montreal gives me. It would simplify my life very much, if the Head Office were in Montreal, but this is the price we are paying for bi-culturalism and for the geography of our country.

Mr. GOYER: Due to the fact that you see difficulties in top management being in Montreal, do you not think it preferable that the criticism you have to bring to bear on a finished product, because you are the person ultimately responsible, had better be overall than occasional?

Mr. OUMET: Usually our criticism is general. The incidents mentioned are exceptions indeed. When I participate in setting up schedules for radio or television, ten or twelve of us get together for 3 days, we work on a completely equal footing, and I assure you that this is so. We really do some soul searching, very deep soul searching.

Mr. GOYER: I conclude to the final question. It is the same I mentioned to Mr. Thibault concerning national unity. I know it is not up to the CBC to sell national unity as it would sell soap, and in the actual act, as it has been indicated, there is no ideological purpose spelled out for the CBC. There are no written guidelines within the framework of the CBC, to the effect that a climate favourable to national unity be created. We must contribute to creating this national unity we see in Canada. I believe there are no such guidelines.

Mr. OUMET: I do believe there are no such written guidelines, but the subject was discussed in internal memos and communications. We had internal conferences on the subject for the last 2 or 3 years when the subject was discussed. Colleagues from Vancouver to Newfoundland came—I agree with you, we should not try to create national unity artificially. What I was always in favour of, at least when I was Director of the French network in Montreal, and when we were a much smaller concern, was personal contact between News directors, between TV directors. This is possible. People should learn to know one another and to become friends outside the office, in order to promote dialogue, this is what is lacking within the huge machine we had to set up in record time. Everybody was taken by his job, and we would travel between Montreal and Toronto, and we stopped travelling as often as we did before, when we just had radio to cope with. When it was just radio, I remember my friends from Toronto came frequently to Montreal, Mr. Charles Jennings, Mr. Bushnell, Mr. Walker, and so on. We never spent three weeks without seeing one another when we were dealing with radio only. This was the way we found to create a climate.

Mr. GOYER: No, I understand it is not an advantage to you that guidelines within the CBC be always written. It is very much better that a climate be created, but coming to national unity more specifically in view of the fact that there might be room for interpretation here. I wish to say that I for my part feel that we should keep at this until this country is truly a nation. We shall have to work at creating national unity, and to use all media available to us for that purpose. Do you think it preferable that the CBC, the Corporation itself, on this specific subject which is most important—and this is an ideological topic—issue written directives or would you rather that Parliament pass an Act setting forth this specific objective as the objective of the CBC?



Mr. OUIMET: I do not believe we can legislate in this field. I believe it is necessary for us simply to create a climate, and that men of goodwill should meet, should get together. I do believe also we should encouraged the interested people to meet. I assure you, if it had not been for high management, which was conscious of the problem, this would not have taken place. How many times my colleague, Mr. Walker and myself, asked our people to get together to meet and to discuss co-productions. This is the way we can reach our aims, but we should have equal means at our disposal. I know it is not easy to have equality of talent, of qualifications, etc. If you want joint production teams and if the English-speaking Canadian is a good deal stronger than his French-speaking counterpart, or vice versa, cooperation and dialogue are difficult. We have to choose our men carefully to achieve the desired results.

Mr. GOYER: If I insist on this point it is that it seems to me of prime importance. It is not that the idea of separatism should be one that we must completely set aside on the news level on CBC. No I do not think that would work out, but with regard to the climate that is created, I find it unacceptable that persons working within on the CBC, in public affairs, should make public statements favouring separatism and criticize the CBC, which frequently fosters the idea of national unity. I wonder whether the CBC should not, and whether we, Parliament, should not enact legislation to help the CBC to achieve this end. If people have criticized the National Film Board, they were employed by the National Film Board and they were told, at least to be loyal to their employer. "If you are not in agreement with the views pursued by your employer, you should sever your employment with that organization." It is clear, can the CBC do this by its own means, or does it need a directive coming from Parliament to achieve this.

*(English)*

Mr. OUIMET: No, I am told that in the Fowler Report on page 124 the mandate that the CBC conceives it has received from Parliament is:

- (c) to be predominantly Canadian in content and character. It should serve Canadian needs and bring Canadians in widely separated parts of the country closer together, contributing to the development and preservation of a sense of national unity. It must provide for a continuing self-expression of the Canadian identity.

*(Translation)*

Mr. OUIMET: As concerns new legislation on public declarations which could be made by people among us who would speak publicly. .

Mr. GOYER: I mean legislation on contact, I mean attitude.

Mr. OUIMET: Mr. Goyer, we are very careful. We try and respect the declaration of human rights, and political opinions of an individual are his own. What we should prevent, and this I do believe, is that we should not make use of the antennas of the Corporation to in fact, transmit political opinions. I believe we are responsible for that.

Mr. GOYER: I agree with you, yes.



Mr. OUMET: I do think we are responsible for that. With the number of broadcasts on our antennas it is impossible however to emphasize control in advance. We must convince people it is a long term project.

(English)

The ACTING CHAIRMAN (Mr. Stanbury): The next two members I have on my list are Messrs. Duquet and McCleave. In their absence, Mr. Cowan is next and then Mr. Peters. It looks as if we could finish with this witness by six o'clock if there are no other members who wish to question him.

Mr. COWAN: Mr. Chairman, I only have a few questions to ask of the witness. I am not interested in investigating the "Seven Days" or the Munsinger affair; I am satisfied with the management's attitude towards the whole matter. As I mentioned more than once, I attend these meetings, at which a lot of questions are asked on that score, simply to maintain a quorum, and that's the reason why I am here right now.

I want to get around to the estimates of the CBC, and the sooner the better so far as I am concerned. You may feel that this witness has been called at this time on another subject than the estimates but he has made a few statements in his submission to the Committee on which I would like to ask him a few questions.

On page 4 of his submission Mr. Ouimet gives us an interesting part of his early life history. He makes the following statement:

I would add that the French networks and Quebec division which I direct from two offices, one in Montreal and the other in Ottawa, shuttling back and forth between the two, is the CBC's largest division, served by some 2,600 employees...

We were given two charts setting up the divisions of the CBC; one is entitled head office organization, and on that one I find the French network broadcasting, vice president and general manager, and on the other we have the network broadcasting, English division. Does this table—there is no number on it—entitled "head office organization, April 1966" show relations with the field elements accurate? Have you a copy of it, Mr. Ouimet?

Mr. M. OUMET: I know the chart very well.

Mr. COWAN: All I want to ask is, how many divisions does the CBC fall into? You call the French network broadcasting "CBC's largest division"?

Mr. M. OUMET: We call a division that part of the Corporation which falls under the immediate authority of one of the three general managers.

Mr. COWAN: Does this chart show these three Vice-Presidents and General managers?

Mr. M. OUMET: That is right, the Vice-president-General manager English networks, myself, and the Vice-president-General manager, regional broadcasting, Mr. Charles Jennings.

Mr. COWAN: Thank you, sir.

You are a CBC man all the way through. You comment about inadequate budgets which you get every year, so I know you are a CBC man.

Mr. M. OUMET: I comment, sir, in relation to the production that I am called upon to put out.

Mr. COWAN: I am just reading the sentence where you say that unfortunately an inadequate budget is allowed to you every year. I have heard that throughout the four years I have been in Parliament so it is no strange sound to my ears.

You go on to say: "which will probably reach \$43 million". To which fiscal year are you referring?

Mr. M. OUMET: These are the estimates for the present fiscal year.

Mr. COWAN: That is 1966-67. You quote the figure of \$43 million. I am quite interested in the CBC estimates, that I have up in the House of Commons. Some of the members got a little upset when I said they came to \$141 million because to them it came to \$110 million; but at the back of the book, under loans and advances, the CBC is asking for another \$31 million. When you add it up it comes to \$141 million. Would the figure of \$141 million be the whole figure or have you some loans to add to that?

Mr. M. OUMET: This is my operational budget. I understand the loans take care of capital expenditures. To my knowledge, we are not authorized to get a loan for operational practices.

Mr. COWAN: That means then that the \$110 million which we have in the estimates for operations include the \$43 million which you in the French network would be taking out for operations in 1966-67?

Mr. M. OUMET: This covers French network broadcasting and, as I pointed out in my submission, I am also responsible for English broadcasting in Quebec. Out of the 2,600 employees in the French network division, 300, if not more, are directly concerned with stations CBM, CBMT and CBM-FM, and they contribute out of Montreal to the English network.

Mr. COWAN: You say 300 if not more?

Mr. M. OUMET: For English broadcasting. I would say, off the top of my head, that the total figure for French broadcasting would be something like \$38 million, out of which we have to produce, during the peak months, something like 60 hours of live television per week.

Mr. COWAN: This \$38 million is for the French network. This is the first time I have seen these figures so you cannot blame me for being interested. Up to now they have pretty well been hidden.

The ACTING CHAIRMAN (Mr. Stanbury): We are all interested in the estimates of the department but we will get to them some time soon. Could you try to limit your questioning to the public affairs responsibilities?

Mr. COWAN: Yes, I am limiting my questions to the submission made by Mr. Oumet this morning, as I said in prefacing my remarks. I just said I would not have asked my questions if he had not brought them up first.

Secondly, going down a bit further you say:

My division comprises radio stations CBF, CBF-FM, CBM and CBM-FM in Montreal; CBV in Quebec, CBJ in Chicoutimi and television stations CBFT and CBMT in Montreal and CBVT in Quebec, and it is probably the largest production centre in the world.

When you say "it is probably the largest production centre in the world" are you comparing it with production centres of the U.S. networks or any other production centres?

Mr. M. OUMET: That is in television. We have the doubtful honour of being probably the largest production centre in the world.

Mr. COWAN: I want to congratulate you on having used the word "doubtful".

Mr. M. OUMET: We have to produce everything from scratch and it is a matter of 60 hours of live programming in television alone every week; that is during the peak months between September and, I would say, late April. I do not know of any other broadcasting organization in the world, including the BBC and the U.S. networks, which has an equivalent production.

Mr. COWAN: You emphasize TV; what about the radio end of it?

Mr. M. OUMET: I meant generally speaking. If you add radio to TV, this would definitely emphasize my point even more, I think.

Mr. COWAN: You say "and it is probably the largest production centre in the world". How large an audience do you think you are serving with the largest TV centre in the world?

Mr. M. OUMET: I would have to go into the various figures which could be supplied by the audience research people. I could tell you, however, that we are serving, at one time or another, a possible 1,300,000 households.

Mr. COWAN: You have three divisions here—English network broadcasting, regional broadcasting and French network broadcasting, and the operation comes to \$110 million. If you take the \$38 million for the French network, is it possible for you to tell me how the other \$72 million is split between the English network and the regional broadcasting?

• (5.45 p.m.)

You say you are the biggest—including the other two—with \$38 million.

Mr. OUMET: One of my colleagues has just pointed out something that had slipped my mind. The \$110 million request on Parliament does not include the total commercial revenue or income which accrues over and above the \$110 million.

The \$43 million figure which I mentioned represents, actually, the grant and the commercial revenue of the French network and Quebec division. If we strike out the \$7 million increase from the \$43 million, this brings the figure down to the \$36 million level. Our budgeted objective for commercial revenue in this present fiscal year is something like \$7 million.

Mr. COWAN: That is advertising account?

Mr. OUMET: Yes.



Mr. COWAN: You spent \$36 million of the federal grant plus \$7 million income from the advertising account, which means that you spent \$43 million on the French network?

Mr. OUIMET: And English broadcasting in Quebec.

Mr. COWAN: Well, you said that out of the 2,600 employees there might be 300 English program employees.

Mr. OUIMET: Three hundred directly concerned with the stations—the two stations, or the three stations; but our staff—and this I would not be in a position to tell you exactly—our technical staff, our administrative staff, our staff in all kinds of activities is interchangeable, whether they work for the English stations, or whether they work for the French stations.

I am told—and I had a survey made some time ago—that there are definitely about 300 people concerned strictly with CBMF and CBMFT; but that does not alter the fact that a great part of the division also renders service to the English stations.

Mr. COWAN: When one of the witnesses was here earlier I asked him about the case of Mr. Norman DePoe who told me one night that he was leaving to cover the British Election. The next morning I saw him in Munich giving a report about the snow outside the window of Gerda Munsinger.

I asked whether the expenses of Mr. Norman DePoe to Great Britain were charged to the British election or to the Munsinger story, and I was told that they were charged to the British election. Now, this would keep down the amount of money which was spent on the German prostitute. This shows that you can figure anything you want to figure out by accounting.

When you talk about—

The ACTING CHAIRMAN: Do you feel that this falls within the category of public affairs, Mr. Cowan?

Mr. COWAN: Just a moment, now. Gerda has been public, from what I have heard; there is nothing private there. On the matter of whether that is a fact or not, I would give you an argument.

Does the CBC, when its employees devote some time to the English stations and network and some of their time to the French station and network, make an assessment in their accounting of their wages and expenses?

I was for 40 years in business—I was in the printing business—and we had our compositors, and every time they changed from say, advertising to something else they entered on the time sheet what they were doing so that we could make a proper assessment—whether it was setting advertising, or setting straight news.

Mr. OUIMET: Definitely.

Mr. COWAN: Does your accounting division not make an allotment of expenses?

● (5.50 p.m.)

Mr. M. OUIMET: We definitely do. In fact, we have a very involved cost accounting system. When French employees are assigned to English programs,



their time is charged against the English programs, and vice versa. As I said, we have a very involved system. We can keep track of all the hours spent, either on the French network or on the English networks, or local programs on CBM and CBMT. The time is kept track of, of every technician, every stage hand and every designer.

Mr. COWAN: That is fine. That means that your figure of \$36 million plus \$7 million is exact because your accounting department has already allotted the expenses properly. You said just now that I should not forget the fact that some of the employees on the French network are giving time to the English network. But if you are assigning them to English in your cost accounting, then I do not need to give any thought to the fact that they are spending some time in the English network because the accounting figures will show that.

The ACTING CHAIRMAN: There is no problem there.

Mr. M. OUMET: I may have misunderstood your question. However, I wanted to make it clear that the 2,600-odd employees or the \$43 million—

Mr. PETERS: Did you say odd employees?

Mr. M. OUMET: Well, I should say 2,600 or thereabouts employees. I mentioned 60 hours, but this is 60 hours on French production. There are also another 20 hours on English production being done in Montreal weekly.

Mr. COWAN: But you say that is put into the right column of the accounting system?

Mr. M. OUMET: Oh, yes.

Mr. COWAN: Is it fair to ask you if you can tell me what figure might be in the English network broadcasting since there are three divisions?

Mr. M. OUMET: Mr. Walker is on the record, I believe, when he made his initial statement to the effect that the English networks budget, including commercial income, is \$48 million.

Mr. COWAN: You say it is \$48 million on the English network?

Mr. M. OUMET: Yes. The figure of roughly \$110 million is split, one third to the French and two thirds to English broadcasting.

Mr. COWAN: You have these divisions in English broadcasting, Regional broadcasting, Vice president and general manager. Do you call that English exclusively?

Mr. M. OUMET: Unfortunately, as far as Regional broadcasting is concerned, we are still at the stage where the expenses in the regions charged to the regional budget are practically non-existent because we have very few units outside of Quebec city, Montreal, and Ottawa. We have, as you know, a very small staff at CJBC and we have a very small staff in Winnipeg.

Mr. PRITIE: You are opening a TV station at Toronto soon, are you not?

Mr. COWAN: Mr. Chairman, I have only one more question. I hope you will allow it. On page 16, Mr. Oumet, you say:

What makes our job difficult—and it is difficult—is that in Montreal we find it very hard to understand the reactions of those who live elsewhere.

Could I ask Mr. Prud'homme if he would comment on that, since he is a Montreal MP?

The ACTING CHAIRMAN: The steering committee has not approved Mr. Prud'homme as a witness, I am afraid.

Mr. PRUD'HOMME: I am sorry, I will have to read back.

Mr. PETERS: Mr. Chairman, I do not imagine the Committee wants to go on beyond six, and there may be some other questions before I proceed.

The ACTING-CHAIRMAN (*Mr. Stanbury*): Mr. McCleave has come in and he tells me that he has only one question to put to the witness. So I do not suppose that will take very long. How long do you expect to be?

Mr. PETERS: Well, I would like to ask a number of questions in respect of this political pressure which probably affects the French network more than the English network.

The ACTING CHAIRMAN (*Mr. Stanbury*): Is it the wish of the Committee to resume tonight or tomorrow morning, or try to complete the questions shortly after 6?

Mr. PRUD'HOMME: We could sit for another 20 minutes. Mr. Peters is the only one left, and 20 minutes will carry us through to 6:15.

The ACTING CHAIRMAN: Mr. McCleave also has one question.

Mr. PRUD'HOMME: I am sorry. That will make it 6:20 altogether, so I think we should stay until 6:20, if Mr. Peters has no objection.

Mr. PETERS: I was also going to help out the Chairman in the House, but I understand that will be looked after. I would like to ask a number of other questions as to whether or not the C.B.C. has a point of view. However, we will forego those. I would like to ask what political pressures are received, and where they come from.

● (5:55 p.m.)

Mr. M. OUIMET: So far as I am concerned, political pressures as such are non-existent.

Mr. PETERS: Am I wrong in saying that on quite a number of occasions Mr. Lamontage has raised a number of problems on behalf of other persons with regard to some of these programs you have mentioned?

Mr. M. OUIMET: Well, I know Mr. Lamontage socially. I have known him a number of years and I meet him occasionally. As happens in many instances—and this, mind you, is perhaps one of the unfortunate sides of our profession—when we go to a party people start talking about television. We like to get away from it but we are a bit like doctors.

Mr. PETERS: And, politicians too.

Mr. M. OUIMET: Immediately the subject comes up. Occasionally, Mr. Lamontage and others of various parties over the years, after seeing broadcasts—and I think it is their right to do so—have commented on what they might consider to be a lack of balance, for instance, or something like that.

But, as I say, I think this is a fair and proper comment. What I consider to be political pressure is pressure before the fact and not after the fact that we would stop doing certain things. When I have seen the program myself I do not have to wait for any of my personal friends, whether they be in the political, legal or medical fields, to give an opinion before I form my own impression; I rely on my own judgment, right or wrong. But, I am not infallible and I never have claimed to be.

Mr. PETERS: I gathered from the discussion that has gone on the last few hours as well as earlier today that there is a sensitivity in the French network that is not obvious in the English network. May I ask what you do with these comments when they are made. I understand that the vocal comments are greater on the French network than on the English network.

Mr. M. OUMET: When comments are made it has been my practice very definitely to defend the integrity and the honesty of our broadcasts, when I felt they could be defended. Otherwise, if I am proven wrong I say I am sorry. I will not pass this along the line, but I will see to it, mind you, in my own mind, that somehow or other better judgment is shown on future occasions.

Mr. PETERS: I am particularly interested in the political aspect of this. Obviously you must get phone calls about certain broadcasts you did not see or programs you did not hear because you must have more to do than just listen to radio and watch television. What do you do with these? Do you ask for the tapes right away and examine them?

Mr. M. OUMET: When I get a telephone call or a letter—and 99 per cent of the time they would be from private citizens—and I feel the charge is serious enough I will ask my Director of news and public affairs, if it happens to be in this field, if he has seen the broadcast or has had a look at it so as to tell me what went wrong, if anything did, and to make a report. This is normal procedure so far as the public service is concerned.

Mr. PETERS: I am not objecting to it. I am just wondering how it happens.

Mr. M. OUMET: We have to take into account, and we do, practically every letter that comes in from responsible citizens of Canada.

Mr. PETERS: What happens to these complaints?

Mr. M. OUMET: What happens?

Mr. PETERS: You ask your Director of programming to examine the situation and report; what happens to the report? Suppose the complaint that comes in is a legitimate one, what happens to this report?

Mr. M. OUMET: If the complaint is legitimate we then take it for granted that we must write back and say humbly that we erred. If the complaint is not justifiable we will write exactly what we feel, that our correspondent or the man who has phoned is wrong, and we will try to explain to him why we feel we did not make the mistake that he claims we made.

Mr. PETERS: Is this passed on down the line? Do you consider the criticism bona fide? I am not specifying any particular complaint, but where does it go?



Mr. M. OUIMET: There are different kinds of complaints: There are those involving serious situations and others which are what we would consider to be normal beefs. However, if somebody feels he has been slighted one way or another in a broadcast, we have to look at it inevitably. It does happen that we get letters from lawyers in particular cases. We then have the broadcast reviewed; it is seen by our General counsel or one of his assistants, and we prepare a reply.

Mr. PETERS: If a politician has been interviewed and he considers that the interviewer has not handled him fairly—personally I do not think an interviewer can handle a politician unfairly, it only indicates the politician is not very good if this happens—how do you get it down to that interviewer that there may have been a slight unfairness? Do you not somehow let the fellow know that he is not doing what you want him to do or that he has been unfair? I am not saying that you fire him or lay him off, but do you not have some way of conventionally bringing this to his attention?

Mr. M. OUIMET: We go down the line. If we feel his job has not been properly done, we have someone at the supervisory level talk to him and say "We think that in this particular case you were unfair. We feel your questioning was not honest; we feel that your comment was not honest at one point or another". This is the only way we can do it.

Mr. PETERS: But is it done?

Mr. M. OUIMET: Yes, it is.

Mr. PETERS: Have you ever used LaPierre on the French network?

Mr. M. OUIMET: We did, Mr. Peters.

Mr. PETERS: Have you disagreed with the way he conducted his interviews?

Mr. M. OUIMET: Personally I did not disagree with his handling of the interview because I did not see his performance, but Mr. LaPierre was hired, I believe, for four broadcasts by the religious section of the C.B.C. in Montreal. His contract was terminated after two weeks after a full review had been made by the Assistant general manager, the Director of television, the Director of programs on television, the General supervisor of religious broadcasts and the Supervising producer, all of whom felt that his performance was not adequate.

Mr. PETERS: Was an attempt made to give him the benefit of the criticism?

Mr. M. OUIMET: On that score I would say that the way it was done was by a listening committee. The opinion of the listening committee was passed on to the producer who in no way disagreed; and the producer was the one who told Mr. LaPierre that his services would not be needed any longer.

I am afraid Mr. LaPierre tried to introduce the "Hot Seat" technique in these two particular broadcasts. We felt that he had not done his homework as well as we expected. This comes out in the report. This is why we decided to sever our connection.

Mr. PETERS: But this was not conveyed to him as a permanent personality?

Mr. OUIMET: No, certainly not.



Mr. PETERS: Why?

Mr. OUIMET: I did not get your question.

Mr. PETERS: This criticism was conveyed to him in the light of whatever the particular objection was.

Mr. OUIMET: In this particular case I believe—and I would have to check his contract—but I do not know that on the French network we use the "P.P.P." We have contracts with hosts and M.C.'s, but I do not believe that permanent program personality contracts have been signed, as such. I may be wrong. I do not see all of these contracts.

Mr. PETERS: Now, I have two questions, and they are not related. One is that you consider yourself to be top management, and yet you act as a kind of in-between between top management which, to me, are the three persons at the top and the middle management level, and you are fairly close to the personalities involved in that intermediate level below you.

Have you made any attempt to absorb some of this criticism rather than passing it on, with a view to endearing yourself to the people who work for you?

In my experience in management, quite often at the bottom those who are working at that level find certain people who are familiar with their problems. You have indicated that you are familiar with programming. Are you able to absorb a certain amount of the nervousness that always appears at the top when there is criticism, and the reluctance to give any attention at the bottom level? Between the two levels there appears to be your level. Do you absorb any of this criticism?

Mr. OUIMET: I think we do—all of us in the bracket I happen to be in. But you seem to imply that I am an intermediary. It is the President's prerogative to question my judgment; it is the Vice-president's prerogative to question my judgment. I do not believe that the President can have full and absolute blind confidence in me. After all, I am human like everybody else.

I try, for all intents and purposes, to operate with middle management and my immediate associates. But we do absorb things. And there is one matter I would like to point out because it came out in the newspapers after the testimony of my colleague, Mr. Thibault. He seemed to imply that we panicked.

Mr. PETERS: I gathered this.

Mr. M. OUIMET: Well, I just wish that Mr. Thibault spent a few weeks, and that would be enough, sitting next door to my office, then he would see that there is no sign of panic in my office, or any of the offices around Ottawa.

Mr. PETERS: Well, this criticism—

Mr. M. OUIMET: Well, we absorb it; we take it.

Mr. PETERS: —seems to have been passed every time it appears if you say there is too much of it. It looks like we have an example of what has happened at the bottom. We have 10 programs on one network and about 8 on the other that have been controversial, and in every case there has been a calamity all the way down the line.

Mr. M. OUMET: There were cases which were brought up and were quoted. There was only one occasion where the President happened to call me, and that was because he was the top man who received the representations from the College of Physicians and Surgeons. He immediately passed it on to me to look after it, and I did, but this is the only case. Of all the cases, all the others were my personal viewing and my personal judgment. They were passed on to my Director of news and public affairs, except in the case of Quebec city where, through an oversight, instead of calling Mr. Thibault, as I should have done to ask what happened on this particular program, I called the Manager of the station. However, the Manager of the two stations in Quebec city, let us not forget, is Mr. Radio-Canada. He is also the man who gets the needle when he goes to social clubs, the Rotary, the Richelieu, and so forth. Therefore, he also has to be aware of what went on. He cannot divorce himself because I do not believe there is any such thing, in fact, from our organization as a purely administrative man. At one stage or another we all share responsibility for the product, and that comes from the most obscure employee of the C.B.C. The most obscure employee of the C.B.C. can wreck a program; for instance, a prop man, if he does not bring the prop at the right moment. We all share in this.

Mr. PETERS: Is it normal for somebody on the bottom of one of your programs such as "Aujourd'hui", for instance, to call you and ask you for advice?

Mr. M. OUMET: This has happened.

Mr. PETERS: Has it happened often?

Mr. M. OUMET: No, not often. When it is done, generally it is because there is trouble brewing, and I try to help.

Mr. PETERS: But it is done?

Mr. M. OUMET: It has happened, but not from the bottom.

Mr. PETERS: I mean from the bottom.

Mr. M. OUMET: It has happened from the Supervisory level.

Mr. PETERS: This is the last question I want to ask. You were in Halifax?

Mr. M. OUMET: No, sir, I did not go to Halifax because actually I was only supposed to go down for one day, and then I was supposed to leave on the following Thursday for Europe for the Montreux festival. I was supposed to fly from Ottawa on the Tuesday night, fly back from Halifax on the Wednesday night, and then fly out of Montreal on the Thursday night. However, I secured permission from the President, in view of the fact that a full discussion on public affairs would not take place in Halifax, not to go down. I also did not go because of the fact that my personal involvement or the involvement of my network in the "Seven Days" question was not an immediate one.

● (6.15 p.m.)

Mr. McCLEAVE: I cannot resist asking the question, did Mr. Laurier LaPierre raise hell on the religious broadcasting?

The ACTING CHAIRMAN (*Mr. Stanbury*): Is that your sole question?

Mr. McCLEAVE: No. My sole question relates to the Mitterand incident, and I understand that Mr. Ouimet gave evidence earlier today that he had approximately two hours in which to make up his mind on that interview. I also understood from Mr. Thibault's evidence the other day that there was an intermediary between Mr. Ouimet and Mr. Thibault in this matter. Was it the fault of the intermediary that this controversial interview was not brought to your attention earlier?

Mr. M. OUMET: This I am not in a position to say. I know it was brought to my attention on February 16.

Mr. McCLEAVE: Who brought it to your attention?

Mr. M. OUMET: Mr. Grand-Landau, Director of news and public affairs.

Mr. McCLEAVE: Then, would he not be this intermediary I speak about between yourself and Mr. Thibault?

Mr. M. OUMET: He would be.

Mr. McCLEAVE: And, did he tell you how much notice he had had of it? Had he not been aware of it for a week or so?

Mr. M. OUMET: About three or four days.

Mr. McCLEAVE: But, he brought it to you at the last moment?

Mr. M. OUMET: It was brought to me at the last moment, I imagine, when the necessity of putting the machine in motion became very urgent. Mr. Grand-Landau, I would suspect, had no reason perhaps to anticipate some of the reservations that I expressed because, as I explained this morning, the original guest, unless I am wrong, was supposed to be Mr. Pierre Mendes-France, and I received this information in the report. As I explained also this morning, I felt that the C.B.C. inviting a defeated candidate for the presidency of the French Republic was a different matter than inviting a political figure who at least at present is slightly out of the picture.

Mr. PRITIE: Mr. Chairman, may I ask did Mr. Grand-Landau perhaps not refer this to you because he was new and did not know you had to approve of these invitations from outside of Canada.

Mr. M. OUMET: I suspect Mr. Grand-Landau did not know at that point that Mr. Mitterand had his ticket in his pocket, and neither did I, because the ticket evidently had been issued—under whose instructions I do not know—by the Paris office.

Mr. McCLEAVE: Was there any pressure brought to bear from the Department of External Affairs against having Mr. Mitterand come to Canada to take part in this?

Mr. M. OUMET: None at all because they never knew about it. In fact, the very day I turned down the invitation I never for two minutes figured this would cause an uproar. What happened was that within two hours of my turning down the invitation a very enterprising journalist from Ottawa gave me a call and asked me if I had Mr. Mitterand's invitation to come to



Canada turned down. And, the next day there was a block in his newspaper to the effect that this decision had been taken in Ottawa by the Director general and that this had been turned down. I did not leak that out to this paper.

Mr. McCLEAVE: But, was there no contact with the Department of External Affairs on this matter?

Mr. M. OUMET: None at all. My only reservation was that I felt because of the importance of the individual concerned that, out of courtesy, we should let the Department of External Affairs know of his coming and also the French embassy so they could properly arrange to greet him, or perhaps not greet him—I do not know. I do not know to this point what would have been their position.

Mr. McCLEAVE: Well, it never came up then because you never had occasion to allow him to come. So, you would not be in the position to advise the embassy.

Mr. M. OUMET: I did not follow up. The broadcast was scheduled for March 1 and there still would have been time to do this.

Mr. JOHNSTON: Would you treat an invitation to Mr. Heath, defeated candidate for the Prime Ministership of Great Britain, the same way?

Mr. M. OUMET: I think we would. These visits, for all intents and purposes, have a certain official character. When Mr. Richard Nixon, for instance, after his defeat at the hands of Mr. Kennedy, went around the world—and, mind you, he went at the invitation of various governments and various broadcasting organizations—a certain amount of protocol was attached to it. This is all I asked for.

THE ACTING CHAIRMAN (*Mr. Stanbury*): Mr. Prud'homme, the understanding was that Mr. McCleave was to have one question after Mr. Peters finished. He now has had his one question, and unless the Committee is agreeable to continuing further, we will adjourn.

Mr. PRUD'HOMME: I have just one question, Mr. Chairman, if the Committee will permit me to ask it. It is very short.

(*Translation*)

Does the CBC intend to organize a debate between Mr. Lesage and Mr. Johnson?

(*English*)

Mr. PRITTIE: Mr. Ouimet attaches great importance to Mr. Mitterand's position but not so much importance to Mr. Mendes France, the ex-prime minister of France.

Mr. M. OUMET: He is not the officially defeated candidate as Mr. Mitterand happened to be at that moment. We had Mr. Mendes France three or four years ago.

Mr. PRITTIE: If he were coming here, the normal protocol would apply.



THE ACTING CHAIRMAN (*Mr. Stanbury*): Unless you want to get into an argument with the witness, it is time we adjourned.

Mr. M. OUMET: May I just add one word in answer to Mr. Prud'homme's question?

Should the prime minister of Quebec and the Leader of the Opposition express the desire to have a debate on the C.B.C. we will find time to accommodate them.

THE ACTING CHAIRMAN (*Mr. Stanbury*): May I thank you on behalf of the Committee for coming here. I think we should also express our appreciation to the staff for their patience in allowing us to complete the questioning of this witness after six o'clock.

The Committee now stands adjourned until Tuesday at 3.30 p.m., at which time we will meet in room 371 in the West Block.











OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE  
ON

# BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 17

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TUESDAY, MAY 24, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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## WITNESSES:

Mr. Michael A. Harrison, Chairman, President's Study Group, C.B.C. (October, 1963 to October 1964); and Mr. J. Alphonse Ouimet, President, C.B.C.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,  
Mr. Asselin  
    (*Charlevoix*),  
Mr. Béchar, d,  
Mr. Berger,  
Mr. Brand,  
Mr. Cowan,  
Mr. Fairweather,

Mr. Forrestall,  
Mr. Grégoire,  
Mr. Hymmen,  
Mr. Johnston,  
Mr. Mackasey,  
Mr. McCleave,  
Mr. Nowlan,  
Mr. Peters,

Mr. Nugent,  
Mr. Prittie,  
Mr. Prud'homme,  
Mr. Richard,  
Mr. Sherman,  
Mr. Stafford,  
Mr. Stanbury,  
Mr. Trudeau—(25).

M. Slack,  
*Clerk of the Committee.*



ORDER OF REFERENCE

TUESDAY, May 24, 1966.

*Ordered*,—That the Standing Committee on Broadcasting, Films and Assistance to the Arts, be authorized to sit while the House is sitting.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*



## MINUTES OF PROCEEDINGS

TUESDAY, May 24, 1966.  
(30)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 3.45 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Béchard, Berger, Fairweather, Forrestall, Grégoire, Johnston, McCleave, Pelletier, Peters, Prittie, Prud'homme, Richard, Stanbury (15).

*Members also present:* Messrs. Goyer, Guay and Lewis.

*In attendance:* Mr. J. Alphonse Ouimet, President, CBC, and Mr. Michael A. Harrison, Chairman, President's Study Group, CBC (October 1963 to October 1964).

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

On motion of Mr. McCleave, seconded by Mr. Prud'homme,

*Resolved*,—That reasonable living and travelling expenses, as well as a per diem allowance be paid to Mr. Michael A. Harrison appearing before this Committee in accordance with the scale of expenses approved by Mr. Speaker.

The Chairman called Mr. Harrison, who made a brief introductory statement and was then examined on the report of the President's Study Group and its recommendations.

The questioning of the witness being concluded, the Chairman thanked him on behalf of the Committee.

At 6.00 p.m., the Committee adjourned until 8.00 p.m. this evening.

### EVENING SITTING (31)

The Committee resumed at 8.20 p.m. The Chairman Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Béchard, Berger, Brand, Cowan, Johnston, Mackasey, McCleave, Pelletier, Peters, Prittie, Prud'homme, Richard, Stafford, Stanbury, Trudeau (16).

*Members also present:* Messrs. Goyer and Lewis.

*In attendance:* Mr. J. Alphonse Ouimet, President, CBC.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman recalled Mr. Alphonse Ouimet and he made a further statement on the major questions at issue before the Committee relating to "Seven Days" and public affairs programming and staff.

Mr. Ouimet was examined on his statement and supplied additional information.

The examination of Mr. Ouimet still continuing, at 9.55 p.m., the Committee adjourned until 3.30 p.m. on Thursday, May 26.

M. Slack,  
*Clerk of the Committee.*



## EVIDENCE

(Recorded by electronic apparatus)

TUESDAY, May 24, 1966.

● (3.35 p.m.)

(French)

The CHAIRMAN: The Committee is meeting this afternoon to hear Mr. Michael Harrison.

(English)

Before we proceed I think it would be in order to have a motion that reasonable living and travelling expenses as well as a per diem allowance be paid to Mr. Michael Harrison appearing before this Committee in accordance with the scale of expenses approved by Mr. Speaker. May I have someone move and second that? Moved by Mr. McCleave, seconded by Mr. Prud'homme. Motion agreed to.

Mr. Michael Harrison, as you know, was executive assistant to the president of CBC, and also president of the president's study group when it operated. The Committee wanted to hear him. I must now ask him whether he has a statement to make or does he want the members to proceed with questions right away. What is your choice?

Mr. MICHAEL HARRISON: Mr. Chairman, the only statement I think I should make is that I have severed my connection with the CBC effectively about eighteen months ago, in fact about six months ago and I have nevertheless remained interested in the progress of public broadcasting which is why I am here today.

Mr. PRITTIE: Well, perhaps my first question will bring a statement from Mr. Harrison, Mr. Chairman. Mr. Harrison surely knows the Committee was called together at this time because of the dispute concerning "Seven Days". Now we are told that perhaps next month the cabinet will have a White Paper prepared on broadcasting based upon the Fowler Committee report. The Committee at that time, I presume, will be meeting to discuss the White Paper. At first glance, it seems to me that Mr. Harrison's testimony would be of more interest at that time than at the moment. But what I would really like to ask Mr. Harrison is this. Has he some views to give the Committee which would relate particularly to the problem of the producers and the management arising from the "Seven Days" controversy?

Mr. HARRISON: Well, Mr. Chairman, I find myself in a bit of a dilemma here, because I understand that the president's study group which reported on this subject has not been produced because its report is regarded as privileged. It would be I think rather fictitious of me to claim that I had any views separate from those formed as a result of that study, and so I really would have to seek

direction from the Chairman as to what can he said about a privileged document or work leading to privileged document which has not been produced.

The CHAIRMAN: A precedent was established last week I think when we had Mr. Ollivier here who can give further advice after this. Last week a question came up whether a witness could paraphrase a document that was not admitted as such and the answer seems to be yes. I don't know if Dr. Ollivier has anything to say.

Mr. OLLIVIER: I do not think I have anything to add to that except that you should not quote paragraphs of the document because, then, if you do that, you cannot produce part of the document and not produce the whole of the document, but you can give your own impressions of it or refer to it; but the moment you start quoting, especially if you start quoting extensively, then the Committee also is in a quandary and the moment after that, that anyone who makes a motion that the document should be produced, then I think it would be up to the Committee to decide whether the document should be produced or not. So what I would say is not to go too far in quoting the document.

Mr. PRITTIE: Mr. Chairman, as Mr. Harrison is aware we have certain information on the Fowler Report concerning the Committee, and I am looking in particular at page 43, which lists the points with which the P.S.G. and the Glassco Commission agreed in essence.

Mr. HARRISON: May I say on that point that, generally speaking, that was news to us as well. We had not seen the project before of the Glassco Commission, so the identity, what identity there was, between its report and our own was a revelation of the Glassco Report. Well, if I may return to your question, I think the answer that I would have to give would be that the work which the president's study group did tended in our view to find an illness and to propose a cure of which the "Seven Days" issue is one symptom. In fact, if I remember correctly, I think that "Seven Days" had hardly begun at the time that we were reporting so that it was not a subject that we looked at in particular. But what we did look at was the question of what direction and leadership were given to the programming service in the CBC by management. This is where we found some problems. This is a problem, I think, in any creative organization: how you channel the creative talents, if indeed you can channel them, so that their result is more or less consistent with the broad objectives of the organization, and we found that the efforts inside the Corporation to achieve this had not been too effective.

Mr. PRITTIE: Well, then you were very much concerned with the management structure?

Mr. HARRISON: Yes, although what we were really concerned with was the question of how to translate the broad mandate which the Corporation has which is quoted extensively into terms which became more and more meaningful to people who were actually producing programs; in other words, how to give some positive direction to the programming output. The problem at that time, and I think the problem that perhaps blew the "Seven Days" issue open, was that there seems to be too much negative reaction to programming developments; that a producer can often give of his best in preparing a program often

almost to the stage of it being broadcast, and at that stage, be told that the program is not suitable; that it does not conform to Corporation policy. But from point of view of the creative person that is often very late.

**Mr. PRITTIE:** What form did you think this sort of positive direction should take, Mr. Harrison? We have received a great many documents which deal with how to handle interviews and the objective of public affairs programs. There are lots of written documents. Do you refer to written directives or something verbal or establishing a climate of opinion?

**Mr. HARRISON:** No, I think I referred to something more basic and that is the methods by which the services come into being; not details of the contents of particular shows or a series of shows, but how the whole idea of a program series becomes a fact in the Corporation. In our view, this could be partly accomplished by the structure, as you term it, or partly by attitude or a change in attitude, a change practice within the Corporation.

The structural part, we felt, could be handled best—and I have to make it clear that this was the opinion of a working group; we could not do any controlled experiments or other types of experiments to prove whether it was worth while. In the final analysis we wondered whether we could sell it to management that is why it does not work now. But we felt that it would be a great improvement if the Corporation recognized that the very fundamental and important part of this programming service are the network outputs, and that where possible there should be as close to an unbroken line, a very nearly unbroken line, I should say, between the top management of the board of the Corporation and those that determining the shape of the network services as possible.

Therefore, what I suggested was that on the structural side there should be obviously the board of directors, management, and a vice-president programming, and that the heads of the network should report to the vice-president, programming and that the network should determine the program service down to the level of ordering what programs were to go on the network. We have the mechanical side of that covered by a program brief in order system whereby the creative forces coming up from production units, both within the Corporation and outside, would meet at an interface with the network to determine whether something would go or not but it would be up to the network to say: 'Well this is the type of program that we want'. That was the structural side.

So far as the attitude or the practice was concerned, we felt that it should be parted or divided a bit more, particularly in the question of assessment. Our views are somewhat radical in this, including, for example, the fact that we thought that there was a place for Parliament in the system of assessing public broadcasting, and that Parliament's responsibility should be to determine whether the Corporation's mandate as stated was properly identified, and subsequent to assess the Corporation's performance against that mandate. As you progress down in the organization you parted, or broke up the mandate, into first of all policies, then directives for the conduct for certain parts of the program servicing and ultimately orders for particular programs. But the process of assessment should follow immediately on each stage by the part of



the organization and not, above it as has often been the practice, a leaping down several levels below, where management would assess the actual program. When we talk about programming we mean a physical piece of film or program that was broadcast over the air would come to management for assessment. We felt that this time it was too late for management to be assessing; management should be assessing at earlier stages in the process of constructing a programming service. So those are the two things; the change of structure to highlight the network as the most important part of the service, and the change in practice to make sure that there was an assessment of each part leading to the development of the programming service, at a material and opportune time.

Mr. PRITTIE: I have two questions coming from that: one about Parliament doing some assessing. I leave that for the moment. You mentioned there should be a vice president of programming, a line position above the network operations. Is that right?

Mr. HARRISON: Above the heads of the two networks, yes.

Mr. PRITTIE: I do not know if it was your group. I think it was the Fowler Report that felt that there should be someone in this position who had very recent experience in television production, who understood the media very well. Was this your idea as well?

Mr. HARRISON: I think that was probably the Fowler Report. I do not think we expressed a view of recent experience in production; in fact we tended to separate the two perhaps more distinctly than the Fowler Report has done.

Mr. PRITTIE: Well, you mentioned the vice president of programming. I do not have the chart in front of me at the moment, but there is such a person at the present time, is there not? Could you explain the difference, the position that he fills now compared to what you had in mind?

Mr. HARRISON: Well, I would have, if you would allow me, to refer to the time in which we made the study, because, as I say, I have been away for 18 months now. Well, I think broadly, the difference would be, on organizational terms, between line and staff. We saw the vice president programming as having almost a line role although it tends to be a label rather than an accurate description of what is going on. In any event, from management through the vice president of programming to the heads of the network there should be direct responsibility; whereas at that time I understand it is not different now the vice president of programming is in staff. He has no direct personal authority over the heads of the networks. He formulates programming policy which goes to management for approval and then goes down through the general managers line to the networks.

● (4.00 p.m.)

Mr. PRITTIE: So, it is a difference between the line and staff, really?

Mr. HARRISON: As I say, we felt that the networks were sufficiently important to make a special case out of them and to concentrate on network programming as the national function of the CBC.



Mr. PRITTIE: One of the structural changes which has been made since your committee reported was the appointment of directors of public affairs and news together. Your committee was opposed to that, I believe; is that correct?

Mr. HARRISON: No, we recommended something quite similar. The only difference was that we would have had them reporting to the directors of networks who in turn would report to the vice president of programming. As it stands the present practice is they report right to the general manager.

Mr. PRITTIE: But your committee did not recommend against the grouping in the one position of public affairs and news?

Mr. HARRISON: No.

Mr. PRITTIE: Thank you. Now, just one other question. You mentioned something about Parliament assessing programs, or was it mandate? I wonder if you would explain that to me and how this might be done?

Mr. HARRISON: Well, it occurs to me that the temptation is very great in matters of programming of the CBC in particular to make investigations and assessments at a very low level in the organization. I think "Seven Days" is perhaps an example. It is a big issue, but in terms of the whole picture it is a small part of the Corporation's programming. What we thought was that Parliament should—and here we were not really trying to tell Parliament how it should do it, but that at some point Parliament should make a broad assessment of the CBC, first of all to determine whether the mandate which the CBC has by and large set for itself is a proper one for the Corporation, and second, in receiving its annual reports and other reports from the Corporation, determining whether the CBC has in fact lived up to its mandate; whether it is a comprehensive service; whether it does cover all parts of Canada equally, and so on and so forth; whether it is developing Canadian talent. To make assessments in that broad manner seems to me to be a necessary function of somebody higher than the Corporation.

Mr. PRITTIE: Did you look elsewhere when you were making that suggestion? Was the BBC any guidance at all in this respect?

Mr. HARRISON: No, not in terms of going and talking to them. We looked at organizations of different broadcasting systems.

Mr. PRITTIE: My question really is, does the parliament of the United Kingdom do the sort of thing that you have suggested?

Mr. HARRISON: I do not know.

Mr. STANBURY: Mr. Harrison, perhaps you could explain a little more about your committee. I think you chaired the committee as the executive assistant to the president at the time, or you were the executive assistant to the president at the time you chaired the committee?

Mr. HARRISON: I had been and I was detached from that function and replaced in it, in part, and worked full time on the study group. There were five other people from inside the CBC and one from outside. Would you like me to go on?

Mr. STANBURY: Would you tell us who they were and what qualification they might have had for joining the study group.

Mr. HARRISON: Well, as far as who they were I can give it very quickly. Perhaps in the light of what I am told I might be allowed to refresh my memory on qualifications.

Broadly speaking, we had six from inside the Corporation, three with predominantly head office experience and three with predominantly field experience. The head office people were Mr. W. D. Ross who at that time was director of organization planning and Mr. D. C. West who was director of budgeting. Now each of them had long experience in the Corporation. For example, Mr. Ross had started with the CBC in July, 1953, after three years of industry experience and three years in the navy and had worked predominantly, say, on the personnel side. He was head of organization planning.

Mr. West had joined the CBC in 1949, after two years of civil service experience, five years in the army and seven years in business, and had worked on the budgetary and operations control side.

As far as the field people were concerned, Mr. Kennedy, Sydney Kennedy, joined the CBC in 1941, following private station and office experience, and at the time of the study was director for the Maritime provinces. John Langdon had joined the Corporation in 1955, and had worked in personnel administration and at the time of the study was assistant director of television operations. Mr. Langdon unfortunately was killed during the study and was replaced by another man from the Toronto operation, David Tasker who had joined the Corporation in 1944; he had worked on the technical side in radio and, then worked in industrial relations outside the Corporation and had returned to it to become industrial relations officer and then became employee and talent services director in Toronto. John was killed in the Ste Therese air crash at the end of November and Dave joined the study in December. I must say I felt it rather severely at the time because we had tried to mix up experiences and take the head office people and have them out in the field and take the Toronto people and put them in head office in Montreal; and John was just coming back from Montreal, having finished his interviews there. It was his last day.

Mr. STANBURY: When was this group formed?

Mr. HARRISON: October 15.

Mr. STANBURY: What year?

Mr. HARRISON: 1963.

Mr. STANBURY: And can you tell us how it happened to be set up?

Mr. HARRISON: Could I just finish on the six people because there was a replacement for Mr. Langdon. The sixth member of the original group was Maurice Pilotte who was director of divisional services in Montreal. This is a service which includes personnel, accounting and administration, and he had joined the Corporation in 1946. He also died during the study, but from a heart attack.

Mr. STANBURY: It was begun when?

Mr. HARRISON: We began October 15, 1963 and submitted our report to management on the first of September, 1964, and it went to the board in Quebec city on the 30th of September.

Mr. STANBURY: Can you tell us, please, how it came to be set up?

Mr. HARRISON: Well, it came to be set up, I think because the Glassco Commission in its published reports—19 I believe—had made quite a few criticisms of the Corporation but had not really proposed anything concrete in the way of solutions to the problems which it felt existed, which it implied existed, and so a submission was made by the president and submitted to the board to establish an internal study team which hopefully would overcome some of the deficiencies of past studies which had been done by people who did not understand broadcasting.

Mr. STANBURY: The study was initiated by the president and the personnel of the group were chosen by the president.

Mr. HARRISON: Well, in the first instance I have to admit to choosing them myself. I was very fortunate in getting them whenever there was any problem, and I recall that there were one or two difficulties about people being released for this length of time and the president arranged with the various members of management and ultimately, of course, he approved the appointments and submitted them to the board, and they were approved.

Mr. STANBURY: Then, can you tell us very briefly how the group operated? Were they separated from their jobs completely for a certain period of time, or did they do this in their spare time?

Mr. HARRISON: Well, it varied. I was completely separated and I would say that Mr. Ross almost so, Mr. West almost so as well, although occasionally there were jobs to be done back in their areas. Mr. Pilotte virtually full time; Mr. Langdon during his period almost full time because that was the intensive interview part. Later when Mr. Tasker came on the group I would say maybe 30 per cent or 65 per cent; Mr. Kennedy who, of course, had the biggest load to carry being director of a region I would say probably worked over-all about 60 per cent of his time on this.

Mr. STANBURY: Did you work independently of each other, or together?

Mr. HARRISON: Well, we began together by settling the terms of reference that had been approved for us and the tasks that we had to do, and then we split up for interviews, as I mentioned, in areas which were not home ground to us to try to shake some of our own preconceived notions about the operations. Then, we came together to review our reports, to draft organization charts or descriptions of various parts of the functions, and then we would split up and work on them. It was an ebb and flow operation.

Mr. STANBURY: I do not know whether this is a fair question, but you can judge for yourself whether or not you feel you should answer it. I would be interested to know whether the report, the recommendations that came out of your study, were unanimous, or were they a consensus, or was it simply a reflection of majority opinion within the group?



Mr. HARRISON: I would say that they were very strongly consensus. If there had been any difficulty, or difference of opinion, it was threshed out within the group beforehand. In fact, we had many stormy sessions among ourselves working out our recommendations and testing them with many willing devil's advocates on every point.

Mr. STANBURY: In the end there was no dissent from the report as far as you are aware?

Mr. HARRISON: No minority report submitted.

Mr. STANBURY: No one expressing dissent within the group from the conclusions that you—

Mr. HARRISON: No. If there had been—as I said, there was strong dissent at various parts of the preparation of the work and if those dissents could not be overcome, then the group gave way.

Mr. STANBURY: So, whatever recommendations you made were unanimous. How did you report? Did you submit a report to the president?

Mr. HARRISON: Yes, we submitted a report to the president on the 1st of September of 1964, and we accompanied it with an appendix including organization charts and descriptions of the various functions, and so on.

Mr. STANBURY: One of the main recommendations, I gather, was the suggestion that there be a vice president of programming in a line function. I gather that this was not accepted by either management or the Fowler Committee. Are you familiar with the conclusions that were drawn by the Fowler Committee about this suggestion?

● (4.15 p.m.)

Mr. HARRISON: Yes, I am not sure if I ever had an opportunity to discuss that part of the recommendations with the members of the Fowler Committee. We had a session with them in January of 1965, briefly, part of a morning and part of an evening and we did not really get down to this. My reaction on reading the Fowler Report was there had been some misunderstanding about exactly what we were recommending, but they had obviously a different view on the question of programs.

Mr. STANBURY: I gather you felt, and your group felt that that was the very central recommendation to the achievement of the objectives that you were setting out to achieve.

Mr. HARRISON: Yes; this was the issue on which the report of the group failed to gain management acceptance. Up to that point there had been a fair degree of acceptance indicated for the various parts of the report but we became unstuck on the programming one. After that things rather deteriorated.

Mr. STANBURY: Apart from that the report was largely implemented was it?

Mr. HARRISON: I would not say so, not in my view.

Mr. STANBURY: Are there any other important areas of your recommendations which were not implemented, to your knowledge, and which you feel would seriously affect the relationship between the production and management level?



Mr. HARRISON: Well, the only other key one on the production part was that we had proposed a complement to our recommendation on programming of a reorganization of the production side of the business. As I mentioned earlier in response to Mr. Prittie's question, we tended to draw, certainly for purposes of network programming, quite a distinction between programming and production. We viewed programming as that portion of the operation down to the point where officers of the network were ready to order programs to go on the air; of course, following a great deal of verbal interchange of content between the network people and the production people, but production was a separate operation. Indeed the programmes of the Corporation are not all produced by the CBC by any means. There are many production agencies producing programmes which are broadcast by the Corporation and many of them are ordered by the network in a manner somewhat analogous to the manner we were suggesting, for the whole network operation. So we had proposed that there be a reorganization of the production side of the business to ensure that in every centre all the elements involved in producing programs were as close organizationally and physically as possible in order to produce the best programs.

Now, that varies across the Corporation; there is no one set pattern for production organization. At the time that we were assessing it, for example, in Montreal the producers were part of the programming side of this, and the rest of the production facilities were in other operations. In Toronto the producers were with the operations side.

Mr. STANBURY: I gather that the relationship between the production people and management is much the same in the French network and the English network. Certainly, I think it seems to have been in the public affairs section at least. Is the structure virtually the same?

Mr. HARRISON: No, the structure is quite different but the attitudes at the time that we set them were—

Mr. STANBURY: Well there seems to be a supervisor of public affairs and something else in the French network and someone of much the same title in the English network. There seems to be someone next in command above him who has responsibility for both news and public affairs. In each case that person seems to report to a vice president and general manager of a network.

Mr. HARRISON: Well, I understand that in the present organization this is the same that they are patterned on.

Mr. STANBURY: Is this a change then since your committee—

Mr. HARRISON: Yes, it was different as I mentioned the principal difference between Montreal and Toronto in the old days, in the 1963-64 period where we were discussing it, was the position of the producers, in one case they were in the programming part of the organization, and in the other case they were in the operation side.

Mr. STANBURY: Well, I do not know whether I am expressing the witnesses' views accurately or not, but my impression was that the supervisor of public affairs in Toronto stressed the personnel or the personality aspect of the operation as the problem in his milieu, whereas the supervisor of public affairs

in Montreal seemed to stress problems of structure. Under the present organization, which appears to be the same in both centres, is there anything in your group's report which would resolve this apparent conflict? There seems to be a similar dissatisfaction in each centre but for different reasons.

Mr. HARRISON: Well, I would have to say I do not know because I do not know the present supervisors; they were not the supervisors involved at the time we did the study, and I have been out of the country and I have not heard the evidence they gave before the Committee;

Mr. STANBURY: You still feel that under the present structure the vice-president of programming would be an improvement in the organization?

Mr. HARRISON: Well, I think so; we thought so at the time; whether we were right or not could only be proved by trying it out.

Mr. STANBURY: But the change that has taken place in the structure would not alter the validity of your recommendation, in your estimation?

Mr. HARRISON: No, not in my view—It was part of the change that we had recommended, but the rest of the changes which would support it have not taken place.

Mr. STANBURY: Now, you mentioned that the "Seven Days" situation is the symptom of an illness. We have been looking primarily at public affairs. Do you suggest that the illness extends beyond the public affairs department?

Mr. HARRISON: Yes, I would say that that would be the case at the time that we did our work. In fact, the public affairs side had produced one example of a problem at that time, but there were other examples. The basic question, as I said, is the need to determine some method of shaping and guiding programming services so that by and large move in the general direction that the Corporation is moving and not become independent in direction.

Mr. STANBURY: And this you saw as a general problem, not limited to one production centre or one department?

Mr. HARRISON: That is right.

Mr. STANBURY: Thank you.

Mr. McCLEAVE: The witness spoke about Parliament's assessing whether the Corporation has carried out its mandate. He was not aware of any experience or any close relationship between the British Parliament and the British Broadcasting Corporation, but I wonder if he is aware of a parliamentary association with straight broadcasting in Italy?

Mr. HARRISON: No.

Mr. McCLEAVE: Or in any other countries. You see our problem, if I can explain it very briefly, Mr. Harrison, apart from encounters which we have in the formal committee atmosphere, and apart from the fact that we can raise questions in the House of Commons is that there is no method by which we can sit down with the Corporation and discuss its problems informally with them and I wondered if you had anything to suggest as to how we might overcome that problem?

Mr. HARRISON: Well, I have not, sir, and the reason is that ours was an internal study both in the sense that it was done by internal people and it concerned itself with the internal operation of the organization. We limited ourselves to suggesting that at an appropriate time both the mandate and the operations of the CBC should be set by Parliament. Now we did no research outside. We did not leave the country in our study. How this could be done I think is perhaps a fruitful area to study, because I think there definitely is some need to fill that gap.

Mr. McCLEAVE: Did you tell Mr. (Stanbury?) that most of the changes that you recommended in your group report have not been carried out?

Mr. HARRISON: That would be my views, yes.

Mr. McCLEAVE: What proportion was carried out?

Mr. HARRISON: Well, it depends really on what you mean by carrying out?

Mr. McCLEAVE: Adopted in either a major or a minor way.

Mr. HARRISON: Well, may I run through them? Well, our first recommendation was that the chief executive should concentrate on long term planning, over-all policy and outward relations. Now, I do not know whether that has been carried out in full or not. I would say that probably to a great extent that has been done, but here again I have to remind you that I have been outside of the organization for eighteen months and not completely familiar with what is going on.

Mr. McCLEAVE: Was this severance voluntary on your part?

Mr. HARRISON: Subtle.

Mr. McCLEAVE: Did you get the cold shoulder because of your recommendations of the president's study group?

Mr. HARRISON: No, I would not say that that would be an accurate way of putting it. CBC is an interesting organization and many people work for it for many different reasons. I happened to work for it because, first of all, I thought that broadcasting was an important matter but it is a bit seductive in the sense that the gap between what the Corporation can be and what it is is always a challenge and I really left the organization because I came to the point where I felt that in spite of being in an excellent position to do so I was no longer able to do anything effective about improving the operations of the CBC improving the achievement of what I felt that the broadcasting recommendations should do.

Mr. McCLEAVE: Could I ask for clarification if after your work, or the study group's work was through or completed, did you return to your position as the president's executive assistant?

Mr. HARRISON: No I did not.

Mr. McCLEAVE: Where did you go then?

Mr. HARRISON: Well, physically I stayed pretty well where I was. So far as work was concerned, I was given an assignment to assess the two projects for consolidation at Toronto and Montreal. It is so long ago I can hardly remember. The Corporation had been planning consolidation; it had been almost a way of life, consolidation was a good thing and I was asked to assess the economics of



the situation. Also at the same time Mr. Gilmour, who was kind enough to prompt my search for the word there, asked if I would help him on the setting up of a long range planning function which had been something which we were apt to give attention to during the study and which we did and recommended. I told him I would help him set it up but subsequently in assessing where I was going I felt that I could not be really effective in carrying it out and I told him that I would not work on it permanently. So at that time someone was asking me to do something so I went on a leave of absence for a year.

● (4.30 p.m.)

Mr. McCLEAVE: Yes; would you return to the recommendations then of your group. I am sorry to sidetrack you.

Mr. HARRISON: Well, so far as the chief executive function is concerned, I am sure Mr. Ouimet could tell you better about it than I. My appreciation of the situation is by and large the chief executive does concentrate more on the outward and upward matters. Chief operating function we suggested should also be concentrated in the hands of one officer. I understand that this is not completely done in the sense there are still vice-presidents and general managers who work closely with the chief operating officer who is the statutory vice-president. If I were giving a box score on that one I would say maybe 60 per cent 65 per cent. We recommended that in order to highlight the separation between these two functions and to support each of them so that they could be fully equipped to take on their jobs the chief executive and chief operating officer should have staff specialists. Planning has been appointed but not as a separate function; it includes operations, and we felt this should not be done because planning is a long range thing and operations many times is current. Box score; on that one I do not know. Mr. Gilmour would know better than I. Finance; we recommended a separation of the finance from controller function for operational reasons. They were not separated. I do not think it's vital to the conduct of the program business. Engineering; we recommended a pure engineering function; some of the operations aspects are included in engineering still. Corporate affairs is now called assistant to the president. Basically I think what we recommended with some differences in it. Programming is the big one where the difference is.

Mr. McCLEAVE: Where would you put that?

Mr. HARRISON: Well, in terms of the fact that we felt the network service merited a better deal I would have to say very low indeed; it just was not accepted, period. Now, this is a value scale that bears no relation to the needs of the Corporation. It certainly it is not zero in that term but in terms of the report that we were proposing it has not been done. We recommended that the sales function should be pulled out and that if the CBC was going to sell there should be a general sales manager. That was not accepted.

We recommended that there be a separate personnel function with special emphasis on the development of the talent side. That was not accepted. The administration portfolio was set up; maybe again 65 or 70 per cent. The big problem, of course, is that all these bits and pieces which exist in other portfolios now have not been brought together and this was one of our



recommendations on the operating side of the business, that there should be an operating services, as we call it, an organization to pull in all of these functions which provided services to the job of producing programs, and the fact that they are scattered around means often that the services mentioned—I will have to correct that to the past tense—meant that the services were not properly performed, or in some cases were not performed at all. One of the key ones we recommended was this question of negotiation of rights, performing rights for program; there was no central guidance on that question. Then, as I say, we get into the programming side and the production side of the business. There programming, nil; production some changes. But what I would like to stress is that putting in a title or even a few functions does not necessarily mean the same thing as we recommended.

Mr. McCLEAVE: When you were set up, did you operate perhaps in complete independence of management, or did you consult with them from time to time but the opinions you were coming up with and the recommendations that our group was inclined to bring in?

Mr. HARRISON: Well that is several questions rolled into one and I am sure you understand. We operated independently in the sense—perhaps too independently—that we were producing our own recommendations and not recommendations which were pre-sold or pre-acceptable.

Mr. McCLEAVE: Suggested by management?

Mr. HARRISON: That is right. So far as contact was concerned, in the very early stages, December, January, February, maybe into March, I had frequent informal contact with the president. In fact, in that period I often saw him more than I had when I was his executive assistant. We began to produce verbal—we made our first verbal report in April, I believe, and then after that the contact tended to become more formal between the study group as a whole, rather than informal contact that I had with the president. In fact it became in the end almost completely a formal contact. We reported—the beginning of April, in May, June and briefly we informally reported in July to indicate we would be submitting our report, and our report went in on the first September.

Mr. McCLEAVE: A final question, you mentioned that efforts were not too effective by which managerial advice could be given to programming. I think you said that in answer to Mr. Prittie. I do not want to paraphrase you too much. Is this a fair assessment of what you said?

Mr. HARRISON: Well, perhaps I could sort of answer that and re-phrase it. Our view was that there was a chain of relationships going down through the organization, through people basically, and that the big need in the Corporation was for programming leadership to come down from the board and management and ultimately to arrive at as I termed it, an interface where the needs of the organization would meet the creative expression of the people on the production side, and at that stage a channelling would be done so that the creative forces would tend to move broadly in the direction of the organization wanted to take. We saw this as the gap. We recognized, and I think I began by saying, that this is a big problem in any creative organization, either the research lab or broadcasting agency or what have you, to achieve sufficient freedom and flexibility and creativity on the part of the people who are publicly

producing the ideas, and yet to create by the people in a national position a atmosphere which gives some direction to the organization, direction to the output but does not stifle the creativity.

Mr. McCLEAVE: What factors in your opinion are responsible for this difficulty?

Mr. HARRISON: "This" being "Seven Days"?

Mr. McCLEAVE: No, not necessarily "Seven Days" but that could be used as an example.

Mr. HARRISON: Well, I am not sure that I know the answer to that. We began on the programming recommendations and really we came unstuck with that. On the programming ones, I think you have to ask Mr. Ouimet why he did not agree with that part of it. It seemed to us the more we were called upon to justify our recommendations and to prove that they were what was needed and to then argue they would work the more resistance we experienced. In fact many parts of the report were not written at all at the stage of verbal presentation but were written subsequently in order to answer points which were raised as to why we were wrong, including a chart where we took every possible programming organization from the American network system where the producers and all the production facilities are tied right to the network, to a very loose system where production is a way over somewhere and programs are found under bushes. We analyzed every one of them according to a scale of values which the president had really set out for us, and we still came up with the same answer, but we still got the same reaction.

Mr. BASFORD: Mr. Harrison, I just have a few questions. Your earlier evidence was that you selected the members of the study group on approval by the president and did I understand you that this then went to the board.

Mr. HARRISON: That is right. They were submitted to the Board at the meeting in Vancouver in September of 1963.

Mr. BASFORD: Do you know if the report went to the board?

Mr. HARRISON: Yes, the report went to the Board at the meeting in Quebec City on September 30th—October 1st in an annotated version.

Mr. BASFORD: Well, the report did not go.

Mr. HARRISON: Well, the report went but it was a little fuller than when it was submitted. I have never seen it incidentally. Well, I have never read it, but I have seen it facing me across the table as you are seeing my copy of the BN report here, but on its side comments about what is wrong. That is the version that went. But I think I am not speaking of the same version as the Fowler—

Mr. BASFORD: Well, the Corporation, I think for a legal definition, is the President, the Vice-President and the board. Did you make any recommendations about the board?

Mr. HARRISON: No.

Mr. BASFORD: Were you asked to?

Mr. HARRISON: No.

Mr. BASFORD: Is not there function within the CBC as important as Parliament's function?

Mr. HARRISON: Yes, but our terms of reference was to look at the organization, administration, communications within the organization. This is not to say we did not have any views about it but we did not report on them. We discussed informally with the president.

Mr. BASFORD: I would be interested in your views on the board.

(4.45 p.m.)

Mr. HARRISON: Well, for what they are worth, my view is that the Governor in Council should appoint the board and the board should thereupon recommend the appointment of the president to the Governor in Council and the president should recommend the appointment of a vice-president to the board, and the board approve that. The problem with the present board is that the president and vice-president are appointed independently, and I understand that the act may be changed in this respect, but there is no power of the board to recommend on the appointment or removal of either.

Mr. BASFORD: They are completely independent in terms of appointment from each other. It has been alleged here by management that the "Seven Days" situation is a totally isolated situation and I take it the fact that your committee was appointed before "Seven Days" was in production would indicate that this is not true; that there was a problem in communication and reduction before "Seven Days".

Mr. HARRISON: Well, this would be certainly what we found. In fact I was pressed by the president a couple of times during the study to refer to specifics, and we had a number of specific problems that we saw at that time, that I gave him in confidence, because our role was not a role of going around pointing a finger at someone, we were supposed to be in terms of structure.

Mr. BASFORD: Specifics in terms of communications?

Mr. HARRISON: In terms of program problems that were unresolved and here there was a need to correct them.

Mr. BASFORD: Were these programming problems isolated within the public affairs department?

Mr. HARRISON: No. They included the music department and the farm broadcast.

Mr. BASFORD: And the president was anxious that you find answers to those problems?

Mr. HARRISON: Well, I think the fact that the study group was appointed at all indicates an intention by management to solve the problems. The story was that we did not come up with acceptable answers; and also we came up against quite a different situation in that at the time that we were still working the Bowler Committee was appointed with its first term reference to appraise the work we had done. So, suddenly the whole character of the study changed. It was not an internal study where there was going to be free discussion and acceptance of our rejection. It became something where there was going to be a



third party coming in and looking at it, and I think it made us certainly a bit edgy. We tended to be a little more careful in what we said, not out of any concern of pulling the punches on our recommendations because we did not do that, but because we felt that ultimately the work that we had done, the report that we made, might become public and therefore should be fairly moderate in timing.

The CHAIRMAN: I have noted that you nodded at a certain point instead of answering. We have no reporters, just tape recording and it does not record when you nod.

Mr. HARRISON: Where did I nod?

Mr. BASFORD: Is it a fact that one of the terms of reference of the Fowler Committee was a contributing factor or accounted in some ways for the lessening of informal contact between the study group and the president.

Mr. HARRISON: I think so, in part. By that time, too, it was becoming clear that attitudes were rather hardening. We were in a box where we now had to submit a report that we were pretty sure was not going to be acceptable. Management knew that a report was coming that was not going to be acceptable so we tended to do a bit of fencing and that, coupled with the Fowler Committee's appointment, made it more difficult than it would have been on a straight internal. After all, you know there are hundreds and thousands of management consulting, internal consulting type of reports that pass from specially constituted bodies to managements every year. They are not always accepted, but there are very few of them that come up against public or special committee scrutinies.

Mr. BASFORD: Would it be fair to characterize the report as extremely critical of the structure of top management?

Mr. HARRISON: No.

Mr. BASFORD: I do not mean that in terms of personnel but of personalities.

Mr. HARRISON: Well, critical in the sense that we proposed something quite different. But we tended to keep clear of simple criticism, of repetition of, this is wrong, and this wrong, and this is wrong; because this has been certainly in my own view the failing of the Glassco Commission Report which had been very critical with the Corporation but had not proposed anything. I am talking, of course, about the published report. It turned out that the project report which had been submitted by that group to Mr. Glassco and his colleagues was quite similar to our report in the particulars which the Fowler Committee noted. But in answer to your question, I would have to say that we were critical in the sense that we proposed there should be substantial changes. We were not critical in the sense that we catalogued a number of corporate ills.

Mr. BASFORD: That is all for the moment.

Mr. FAIRWEATHER: I just have one or two questions Mr. Harrison. The so-called blow up was really inevitable, was it not? If it had not been "Seven Days" it would have come in some other area of public affairs, do you suspect



Mr. HARRISON: Well, in some other area where there was a key programming activity of the Corporation. In fact, at one point, one of the members of our group used the term "sitting on a powder keg" which created quite a reaction at the time; but I think this appears to be the case.

Mr. FAIRWEATHER: Now, we have had the term "powder keg" and "iceberg" but they still point to the same problem, in a way, do they not; or a different analogy to the same problem?

Mr. HARRISON: Well, as I began sir, in my view this "Seven Days" issue, while it is important and has occupied a great deal of the attention of your committee and the management of CBC and certainly producers give it a lot of attention in Toronto, it is a symptom of the problem in giving direction to a creative output, and I am not minimizing the problem; I think it is a great one. We felt we had an answer to it. It was not accepted.

Mr. FAIRWEATHER: In fairness to management—I think it is Mr. Walker who accepts the Secretary of State's allusion to the iceberg as being a true or a good allusion, and presumably this is the very reason you were asked to study and bring in recommendations about the problems the Glassco Report made public.

Mr. HARRISON: Well not to confuse it with any further word phase, but at that time the term was with Glassco making all that smoke, there must be some where somewhere, and this is one of the reasons why the study was started.

Mr. FAIRWEATHER: So that management recognized the problem and the only thing that you did not do is bring in a report that they liked.

Mr. HARRISON: We did not bring any solution which management felt could be acceptable.

Mr. FAIRWEATHER: Acceptable?

Mr. HARRISON: And, if I may add, I think that this is completely a fair ball.

Mr. FAIRWEATHER: Oh yes, sure, and this is the same fair ball that we are trying to throw here, in a way. Now, you said you came to this committee as one interested in public broadcasting. I would like your concept of public broadcasting. There are various concepts; I have large amounts of paper in the office from people who have different concepts of public broadcasting. I would be interested in yours.

Mr. HARRISON: Well, it will certainly surprise you somewhat, but basically I think that my concept of public broadcasting is what we have in the CBC at the present time. Maybe this does not surprise you because of the fact that I worked for the organization for so many years; but I think that the objectives that the Corporation has are good objectives. I think that the sort of service that it could give in terms of what it has set out for it to do is the right sort for our country. I am concerned that it does not attain its own ideals or its own goals to the degree that I think would be proper for a broadcasting service.

Mr. FAIRWEATHER: Now, is this the area in which you think there should be a parliamentary assessment?

Mr. HARRISON: Yes, to assess whether in fact the Corporation has the right objectives and, if so, periodically, if it is achieving them.

Mr. FAIRWEATHER: I must say it frightens me to think of an assessment by Parliament of program content. I hoped that it would frighten you too. I presume that around this table we would have as many different ideas of program content as there are members of this Committee.

Mr. HARRISON: Well, the only thing that I could add to that is that it frightens me when management assesses individual programs.

Mr. FAIRWEATHER: Would it frighten you to have us assess parts of fifty programs that made up the "Seven Days" series, extract parts of it? Could this Committee assess the quality of the series "Seven Days" by taking extracts from it, as is proposed?

Mr. HARRISON: In my opinion, no. I think that is working at the wrong end of the spectrum from the point of view of the functions of a Committee such as this.

Mr. FAIRWEATHER: Let us get back to word pictures. The cliché about French-English relations is two solitudes. Is this too strong an allusion to the separation of management and the program people? I do not want to overdramatize, but—

Mr. HARRISON: That is a hard one to answer.

Mr. FAIRWEATHER: Well, do not bother because it is of no moment. It has interested me all through that there seems to be two groups of people talking about different sets of concepts and different plans. They never meld or merge or meet. Is that reasonable?

Mr. HARRISON: Well that pre-supposes, I think, and sets before them that they have a personal dialogue and I do not accept that as absolutely necessary. I have heard, you know, that the president would sit down with the committee producers from time to time. I think that is good. I think that would help to build personal confidence and more of the feeling that, you know, somebody understands me, or understands my problems. But in terms of actually getting the programs on the air it would not work; it would have to be organizational functions through structures and people and the days when there might have been a handful of producers and one top man maybe that sort of personal contact would work. It works in many private stations, but I do not think it would work in an organization that goes right across the country.

Mr. FAIRWEATHER: Thank you.

The CHAIRMAN: I have no other names on the list. Are there other members who meant to ask questions?

(Translation)

Mr. PRUD'HOMME: One question. Do you really believe there is a lack of freedom of action within the public affairs department? Are there enormous restrictions on people in the public affairs department? Is there slight restrictions or no restrictions at all?

Mr. HARRISON: I don't think there is a lack of freedom. Perhaps in some sectors there may be restrictions, evidently, but in general, I think it would be truer to say that there are fewer restrictions than outside the CBC.

Mr. PRUD'HOMME: Could we find out where in private enterprise, in television, in other countries, is there something similar to what we find in CBC, insofar as creativity is concerned?

Mr. HARRISON: Yes. Outside of broadcasting, perhaps in research, obviously there is the same kind of creativeness. But I think that outside of broadcasting, it is the field of research which is the one most closely related to television. I mean in the field of research, there are problems of creating solutions, but often it is not a problem of management. The question is to find, to bring parts of the corporation and of the creative individuals together and make them produce something.

Mr. PRUD'HOMME: According to your experience and following your research, do you find that the situation is so desperate in the CBC, on the one hand, between management, I don't like the word "Gérance",—Head Office, as it has been called, and the producers and the supervisors?

Mr. HARRISON: No, I don't think so. At this time, I am not in despair about it. I fear for the future of the CBC. A program like "Seven Days" shows we have reasons to be concerned. I can't find the words to express this tension. I trust there will be a very good future for the CBC, I believe so. But it is always the same problem. We look after day to day problems as they arise, long term problems are neglected. Mr. Ouimet himself said this.

Mr. PRUD'HOMME: Finally, would you be of the opinion that it is normal that, in a division of the CBC called the public affairs department, because that is where there is the most creativeness, this will always be a place where conflict is always possible between people who wish to create and who do not like restrictions, and on the other hand the persons who want to direct and who must impose certain restrictions from time to time. Is this not normal that there should always be possible conflicts wherever individuals direct the department, because of the particular character of the medium.

Mr. HARRISON: That may be. In this field, there are always free thinking people who want freedom of expression.

Mr. PRUD'HOMME: You mean people who want complete freedom of action?

Mr. HARRISON: Yes, but I will qualify that, obviously, this is not possible in a set-up like the CBC. You can't give the fullest freedom to these people. Their work must be in concert with the objectives of the corporation. Otherwise, the public broadcasting system becomes a broadcasting system for people who want to air their own views.

Mr. PRUD'HOMME: I did not have any more questions but you have just suggested a few in your last answer. Do you believe, following your experience, that there can exist, in the CBC, elements which are most apt to use the CBC to express, as you have just stated in your last sentence, to use it as a public platform for their personal ideas to try to put them across, one way or another. Do you think that there can be such people in the CBC?

Mr. HARRISON: Oh yes, I do. Not only in a pejorative sense, am I using the term. It is a question of creating problems. Artists, for instance, who want to create something original—the producer who creates programs, and are very



proud of them, and sometimes, they consider all of the CBC outside of their production, public affairs, music or whatever it may be, ballet, as completely negligible. They consider everything else outside their program as interfering with their own program.

Mr. PRUD'HOMME: Please understand that I did not want to use it in a pejorative sense. It is normal that creativeness should give rise to situations which cannot be discussed today, but may be discussed later on. Don't you think, therefore that the Head Office is necessarily against the creative spirit?

Mr. HARRISON: Oh no, not at all. I think the Head office considers creativity and creativeness as an essential function.

Mr. PRUD'HOMME: As an essential element?

Mr. HARRISON: Oh yes.

Mr. PRUD'HOMME: Thank you.

*(English)*

Mr. PRITTIE: Mr. Chairman, I wonder if I could put a supplementary question?

The CHAIRMAN: It is a supplementary?

Mr. PRITTIE: No.

Mr. PETERS: When your study group was set up did it predate the strike in the French network?

Mr. HARRISON: No, the French network was started in 1958 or 1959—it started in 1958 and went into 1959.

Mr. PETERS: We understand that there has been considerable change in the two structures, the French network and the english network, and the management role in both is considerably different. Did you find one to be a more acceptable type of control than the other?

Mr. HARRISON: No.

Mr. PETERS: Did they both have the same weaknesses?

Mr. HARRISON: Well, they had the same weaknesses, but they arrived at them by a different route. We used the term "balance of forces" for each of the major network centres. They had each arrived at a method of operating which balanced the administrative and budgetary control against the creative and programming control; but the methods differed between the two centres. In each the situation was less than ideal because parts of the organization had in our view been artificially pulled apart in order to create this balance.

Mr. PETERS: Were there always in both of them the same overriding factors that produced the "Seven Days" crisis? This is not the crisis behind the scenes; it is the public one where the managing director goes over the head of the chain of command and picks out somebody at the bottom and says that is it.

Mr. HARRISON: I cannot recall any specific cases of the kind of someone being fired.



Mr. PETERS: A fellow being chastized or reprimanded or—

Mr. HARRISON: No, I do not think there was a specific instance in my recollection that came to our attention, anyhow.

Mr. PETERS: You did not find that there was meddling from the general manager level to the very bottom of the structure?

Mr. HARRISON: Well, that is a pretty broad term. Certainly, there were occasions when in the view of the people concerned the management people were getting down into details of programming activities; and really it was this sort of thing that we suggested that should be properly replaced by a system where there was an assessment being made at each stage, instead of management assessing an individual program or an individual performance on a program. Management should assess something broader than that. We had spelled out a hierarchy of values, if you like, beginning with the mandate which parliament should assess and winding up with individual programs which should be assessed by the program supervisors in the network if they were network programs.

Mr. PETERS: You are familiar with the structural patterns which are put out in what you call the breakdown of the boxes that everybody sits in. Is it general that the role above does not have the trust anyway of the people that control the boxes below. It varies. So I understand there was a strike and there were certain legal restrictions put on management in the French network that were not put on the English network. In one case it is fairly autocratic and in the other it is a voluntary arrangement. What were your findings in relation to the overlapping of the jurisdiction and the willingness for someone higher up to go down into the next category and assume directorship, and that level?

• (5.15 p.m.)

Mr. HARRISON: Well, you have brought a lot of elements in there. So far as trust is concerned, which is your first point, I would say that we did not find any general widespread loss of trust with people in higher positions. We did find, however, that there was quite a bit of concern and quite bad relations generally between the field elements of the Corporation—the field operating elements of the line and some of the office departments; and here again this is not an isolated problem. It is not one that is found only in corporations, or only in broadcasting organizations. It is the subject of innumerable books and articles on the subject of management. The problem really goes down into the line believing that it is autonomous and should go ahead without any worry about procedures or methods of operating, and the staff, on the other hand, dealing with their point of view of control. They have to get their report on what goes out. This type of line staff conflict was one that led to some difficulties in the relations between head office and the field people.

Mr. PETERS: One of the difficulties we have found is that everybody is so close to everybody, from the president all the way down the line. On the other hand, the people on the other end say what nice people everyone seems to be above them, except they do not know anything about what they are doing. This works both ways. You must have studied this particular—it is not a phenomena, you said it is general—matter. Did your committee make recommendations to

Parliament on this? It seems to me anyway that at each of these levels they must have a certain amount of responsibility and the people that work below them must also have a certain amount of responsibility, and it is not the same responsibility, and yet it is quite easy to see the general manager of the Corporation go to an actor, or a host and say "Out, because I do not like you." Obviously it is not working. It is not working for about four levels. Did you find that this was true all through the structure?

Mr. HARRISON: I could not generalize about this. One thing that I think we did recommend as a generality was that there be more concentration on single portfolios, single management jobs in the organization. This is a thread which ran through certainly all of the head office part of our recommendation, and that is that many people in the organization have management portfolios which had two or more dissimilar elements in them. We suggested that one of the ways of accomplishing more effectiveness in management and still keep the nice people in it would be to concentrate on one man on one job, and this would help build confidence in the direction, and the assistance that that job was giving the whole Corporation.

Mr. PETERS: I presume you studied all these levels; they vary from eight or ten levels in the line down, or to three or four major breakdowns. In studying each one of these was it the opinion of your committee that certain directives were well enough defined to enable each of these lines to operate to the full capacity of its function if the interference of the other ones were not an overriding factor.

Mr. HARRISON: Well, there certainly were some cases obviously where there was sufficient policy direction and policy guidance laid down. We came to develop the view that part of the problem inside the CBC was communication. This was rather a paradox because here was the biggest communications organization in the country or one of the biggest—suffering from poor international communication. In trying to assess this we broke it down into really three factors. The first and perhaps the most important one was the motivation to communicate. Here we found that there were problems both on the sending and receiving end; that in many cases management was not communicating enough to the rest of the organization because it did not feel that they should know. They did not think it was important that they should know. In other cases the lower elements of the organization were not asking for guidance. They were just going off in the absence of policy assuming that no policy meant they could do what they liked. So, rather than ask a question and say "Look, we need help here", they would rub their hands and say "Ah, here is an area that is open" and charge off doing something about it. So we felt there had to be a development of this motivation to communicate between various levels of management in order that each would understand the function of the other; one to give guidance, the other to seek and receive guidance and then to carry out operations.

Mr. PETERS: In this study did you find that there is—I should ask you what is it—this corporate CBC image that has been expressed in various ways. One, "You are not one of us", or some reference is made to your attitude. I was interested in your own statement that the reason you had worked for the CBC

was that you believed in the type of broadcasting that they were doing. I am wondering whether you had any discussions at the various levels when you were conducting your study as to the interpretation—and it probably would vary from the president to the producer of television or radio shows—of what the corporate image was supposed to be; what Canada wanted to get out of the CBC, or what the CBC was to convey to Canadians. Was there a similarity in the various structures of purpose?

Mr. HARRISON: I would say a great similarity; not obviously complete unanimity because, as I mentioned, part of the problem in the organization was communication. But I know from the interviews I did myself both in Toronto and Montreal, and also from information which came from other members of the group there was a great deal of interest and concern about what the Corporation was doing, a very broad concern. The people that we talked to, generally speaking, were not concerned with individual grievances or how badly they had been treated on their budget, or last week and last night's programs, and what have you. These people were generally and genuinely very concerned with what the Corporation was trying to achieve and how it could best achieve it. And they tended to accept the role of the CBC in public broadcasting. They were not to my recollection—mind you, it is two years since I read some of these reports—but serious questions about whether the CBC should be trying to do what it set out to do in public broadcasting. This was accepted.

Mr. PETERS: I presume this is what really led to your recommendation as to Parliament, or parliamentary group being involved in the mandate itself. It would be an expression at the various levels of some known directive for overall CBC; in other words the CBC image would have to be more clearly defined to more readily satisfy everyone involved. Is that right? Was this what produced—?

Mr. HARRISON: Well I think the image was fairly clearly defined. The problem was achieving of the goal, this is really where the concern lay.

Mr. PETERS: And where the difference was. Could I ask one last question? You mentioned that you had recommended the establishment of an advertising agency for CBC, I believe, maybe not in those terms.

Mr. HARRISON: Oh, excuse me, it was a general sales manager.

Mr. PETERS: There is a difference?

Mr. HARRISON: Oh, yes.

Mr. PETERS: Well, to see that the program is not a public expense. What role does this play now in the CBC? What did you find at that time the role was of the introduction of commercialism in the CBC?

Mr. HARRISON: Well, so far as the organization was concerned, the sales part of it was under the vice president of programming at head office which was, as I mentioned, a staff function. In the field sales were very closely tied to the makeup of the network schedule and the sales effort was done particularly on important programming at the time the fall-winter schedule was drawn up.

Mr. PETERS: In other words, this had quite an influence on what programs the field staffs could accomplish?



Mr. HARRISON: Yes, the basic underlying reason being the money involved. Sponsored programs produce revenue which help to carry the whole program service.

Mr. PETERS: Was there a difference in attitude towards this commercialism between the senior management and the level of the field production. Was this a very strong difference in attitude?

Mr. HARRISON: I am not sure exactly what you mean, attitude toward the—

Mr. PETERS: Well, obviously management would be of the opinion that the money they got from commercialism they would not have to get from parliament and this is a big factor as far as management would be concerned. This would not interest nearly to the same extent, I would not think, the people making up daily programs and even annual commercial programs. The two factors would not be the same. The one would be a localized problem and the other would be an over-all problem. Was there considerable difference of opinion?

Mr. HARRISON: No, I do not think the difference of opinion was really that marked. Both the head office and the networks began with the dollar as the important factor here. The network thought in terms, of course, of their own network budget and management thought in terms of the summation of the various budgets. So the differences I do not think were as marked as you might think.

Mr. PETERS: Well, why I asked is that there has been some suggestion that programs like "Seven Days" cannot be carried by a sponsor. I had not thought of your company, but there is probably another one—Aluminum, for instance, or International Nickel which could carry "Seven Days" because they do not give a damn about the consumer of their products complaining.

But, anyone else would have to be totally dependant upon the buying public for that type of program and every time it would hurt somebody it would cost the sponsor a certain amount of support. This would have considerable effect on the type of programming that you can carry on under these two facets of operation, would it not?

● (5.30 p.m.)

Mr. HARRISON: The problem is that some programs are not available for sale; that is the size of it and this includes public affairs programs generally. I think the question whether one advertiser might be able to ride out any storms of protest over a particular program series and another might not is really largely academic so long as the Corporation holds the view that this type of programming will not be sponsored.

Mr. PETERS: I have one last question, Mr. Chairman. Have you any objection to this report being tabled?

Mr. HARRISON: Personally, I have none.

Mr. PRITTIE: Just while Mr. Harrison is here I would like to ask another question.



He referred to a mandate from Parliament, I think this should be clearer than it is, if there is any mandate at all on how the Corporation is to operate. I wonder in what terms you think of such a mandate; it strikes me if it were very general it might be meaningless. I wonder if it should deal with the question of controversy. In the statement which the president read to the Committee there was a heading "Basic Differences of Principle Between the Corporation and Seven Days" and I want to quote this briefly from parts of it:

"That relationship raises the question "should the Corporation try to lead former director's public opinion or should it preserve a studious neutrality presenting various issues as completely as possible and leaving the public to choose?"

I will continue:

"It has always been CBC policy to adopt a course of freedom of choice to the public. "This attitude is expressed in the statement that the CBC has no point of view in controversial matters. The board and management of the Corporation have always taken this position and it is the position we take now that it is of first importance that the CBC provide a platform which others can use to influence public opinion, but it must not mount that platform itself.

It is the Corporation's view that the CBC was not brought into being to instigate or stimulate particular social changes."

I was reading from page 9 of the president's statement. On page 10 he says, "must serve public opinion and must not directly mould it". Now in the present view these are some of the differences which he sees between the "Seven Days" production group and the management. Would you envisage a mandate from Parliament going into that sort of thing; that is, it should be an ombudsman type of program; whether they should attempt to lead public opinion and whether they should editorialize. Do you think that Parliament should be that specific when any mandate is given?

Mr. HARRISON: Well I do not know; it depends on what is workable from the point of view of Parliament. Here again you have the same dilemma that I spoke of in terms of the programming output. If Parliament creates a set of directives for the CBC which is too narrow it may be worse than one which is too broad. The trick which Parliament has to come up with is to define what it wants CBC to do in terms which let the Corporation operate and work effectively and yet are sufficiently clear that it can call the Corporation to account and say "This is the role of the CBC; that is very clear, but here is what happens, explain the difference." It comes back to Mr. Peter's point about how are you going to set up a mechanism to assess the Corporation? You cannot think of the mandate in isolation; you have to think of the mandate—an assessment of the Corporation on how it is achieving the mandate and, most importantly, the mechanism by which that assessment is made in order to be an effective one. In my view the three would have to go together, so it depends on what kind of a mechanism you could set within Parliament to monitor the CBC. If you could set something up that was cut that finely, then maybe that was all it claimed to have in the mandate, I do not know. My concern would be that the

opposite would be true; that your method of assessment would probably have to be fairly broad-gauged; you would be treading on difficult ground if you went into that fine a distinction.

Mr. PRITTIE: The point that struck me was that a mandate that is broad is likely to be so broad that it is meaningless and the big problem would be if the management of the Corporation at the present time find fault with what the suggested was "Seven Days" approach about public opinion editorializing, you could hardly give a mandate without dealing with that subject. This is my thought.

Mr. HARRISON: I agree with you on the question of balance—how far you go in defining something and keeping in mind that eventually you are going to have to assess that it was done that way. The same problem exists in writing program policy. It is very easy to write program policy which deals in terms of negative restriction; do not use four letter words; do not show suggestive pictures. The trick lies in defining program policy that is broad enough that it creates an environment in which programs are produced, that have a positive merit rather than simply skate by a series of negative restrictions.

Mr. BASFORD: I took from your evidence, Mr. Harrison, that you wrote the report ultimately with the thought in mind that it very likely would become public.

Mr. HARRISON: I do not know if I went that far, maybe I did. We wrote it with the view that it might become public. Certainly we wrote it from the point of view that it was going to be submitted to the Fowler Committee, since it was the first term of reference that they assess the work we were doing.

Mr. BASFORD: Large sections have been quoted in the Fowler Report.

Mr. Chairman, I am going to ask through you that management reconsider its decision whether this report should not be tabled. I am not going to make motion at this time, but I think the Committee has been very careful to observe the strictures laid down by the Corporation on internal communication, but with this particular document I would like them to reconsider their decision and communicate through you whether it can be laid before the Committee or not particularly in view of the fact that large parts of it are quoted in the Fowler Report.

I would like to deal just for a moment with program policy. We have had evidence that as a program evolves the policy evolves after the program. We have had documents laid before us—which I am afraid I do not have with me now—on the behaviour of permanent program personalities or hosts. It has been explained that these have sort of evolved as the program evolves. Did you find in your examination that the Corporation's objects and program policies were not known to the producers and the people working on programming in the field?

Mr. HARRISON: Where the policies existed I would say they were generally known, although there were some cases where this was not so. The problem I think at the time was that there was very little in the way of program policies of the broad sorts that we have recommended, that is, program policy giving

vide direction and guidance to the source, indicating the sort of program services which the management and subsequently down the line of network felt should be on the CBC.

Mr. BASFORD: Well, we have had evidence that the supervisors knew what the policy was and in some instances not the executive producers; other evidence that the executive producers knew and the producers did not know. Is there within the Corporation any program for familiarizing producers with the subjects and program policy of the Corporation?

Mr. HARRISON: I think that would have to be asked of the management, Mr. BASFORD. I am not aware of any at the present time.

Mr. BASFORD: You did not examine that question or come across it?

Mr. HARRISON: Well, we came across it. The general problem is that there really was not the sort of program policy which was helpful to program people in determining what direction they should take. As I mentioned in the beginning, the reaction to creative output was quite often to say, after it had been produced, "This does not conform to Corporation policy".

Mr. BASFORD: You recommended the establishment of program policy?

Mr. HARRISON: Yes, we recommended it and the reinforcing of it by creating four network programs, an unbroken line from the board of directors to the network program officers who took responsibility for the programs which went on the network, be those programs purchased outside the CBC, or produced by a CBC production centre.

Mr. BASFORD: Well, how would a man like Laurier LaPierre know what that policy was?

Mr. HARRISON: Well, as to Mr. LaPierre himself, of course, I—

Mr. BASFORD: Well, as an example.

Mr. HARRISON: In his role as host Mr. LaPierre would know of them through his producer, this is his channel.

In response to Mr. Peters' question about communication within the Corporation, I mentioned that motivation was the first problem. The second is contact, and we have been talking here about what is communicated in program policy and obviously the third factor in communication is the channel, the fact that you communicate down through a channel. You can do it formally or you can create an informal channel of communication. In the case of the host of a program, such as you mentioned, the communication would have to come through the producer.

Mr. BASFORD: Did you make any recommendation about in-service training programs for personnel?

Mr. HARRISON: Yes, we did, particularly concentrating on on-the-job training; that is, actual coaching of people in supervisory capacities by specialists within the organization is how to carry out their function. Take, for example, a man who was appointed as a supervisor in a department, he would receive coaching in the personnel aspect of the job from the personnel officer at the station; in the budgetary aspect from the budget officer, and so on.



Mr. BASFORD: I am thinking of internal programs at a lower level, at the production level.

Mr. HARRISON: Well, there have been, over the years, many such programs within the Corporation for technical people, or program people, broadly termed. We have tended to concentrate on supervisory training, mainly on the job, supplemented by courses.

Mr. BASFORD: Do you know if those recommendations have been carried out?

Mr. HARRISON: No, I do not. I understand however, there was some work being done on them after someone was so kind as to head up a special effort on them.

Mr. BASFORD: Thank you.

● (5.45 p.m.)

Mr. FORRESTALL: I have one or two questions, Mr. Chairman. I am rather curious about the background of "Scope" and the procedure followed in the preparation of your report. What I am ultimately driving at is where specifically, from what levels in the Corporation, did your Committee get their information upon which you based your recommendations and, in this context I would ask you, first, how far afield did you go from the two major centres of Montreal and Toronto?

Mr. HARRISON: We went literally right from coast to coast, and I would say that we intentionally overrated regional opinions and interviewed proportionately more people outside Ottawa, Toronto and Montreal than there actually are in the Corporation.

Mr. FORRESTALL: And this would be on both the production and management sides, and the programming side?

Mr. HARRISON: Broadly, yes. However, we interviewed mainly the top 30 people in the organization and we did spot, or sampling, interviews below that level of supervising producer, plus a couple of producers in each major centre. This is a matter of record and I would have to get the interview notes out.

Mr. FORRESTALL: No, I would not let you go into that detail. But you did, in fact, then, go to Halifax, Newfoundland, Corner Brook and to many centres of your way across Canada?

These meetings were informal were they? I say informal in the sense that you arrived on the scene and chose the procedure of interview as opposed to advance notices going out and formal hearings being held?

Mr. HARRISON: Well, it was not an internal audit type of approach where we suddenly descended. We thought we would like to be there on such and such a day and see certain people. It was always a single interviewer and, generally speaking, except for evening bull sessions or discussions on a particular point, a single interviewee as well. It was very informal and very confidential. The interviews were all recorded and exist somewhere in a cabinet in the CBC. They are all coded and I am sure after all this time I could not remember which one.



Mr. FORRESTALL: Of course I was not asking you to go into the depth or detail of the calls. Then perhaps it would be possible for you to confirm to the Committee that the information that you did gather for the purposes of your reports—your final report and your progress report—were based in very large measure upon the views of people spread throughout the CBC organization?

Mr. HARRISON: The raw material was elicited from, let us say, upwards of 300 people in the organization. I would not claim that the report reflects the view of every one of them. Some of them had no views on certain things that we reported. Some of them, I am sure, had contrary views.

Mr. FORRESTALL: I am very sure indeed of that, sir. Just to leave that, then, for a moment; have you reviewed the Fowler Report yourself?

Mr. HARRISON: Yes, I have.

Mr. FORRESTALL: I will not ask you to involve yourself in it too specifically but, where it deals with your recommendations, are you in agreement with what it suggests?

Mr. HARRISON: I think largely, that would be somewhat self-serving. The Fowler Committee, I think, killed us with kindness, generally. Perhaps I will put it another way around.

Mr. FORRESTALL: What I am getting at is that, in the interval of the 18 months or two years since you have left the CBC, or since this report was submitted, you have not at all substantially changed your views about your recommendations?

Mr. HARRISON: No, I have re-read the report before coming to appear before the Committee and I have also spoken to another member of the group who has done the same and we both exchanged the opinions that we felt it is just as valid, now, as it was then.

Mr. FORRESTALL: Thank you very much.

The CHAIRMAN: Do I understand that there are no more questions?

Mr. BASFORD: Well, I have a question. I notice, Mr. Chairman, that the president of the committee is an engineer and the person appointed to make a study of the field of organization is an engineer, and I am wondering what sort of background you would recommend the vice president in charge of programming have in a creative organization?

Mr. HARRISON: Mr. Basford, I am a rather a renegade engineer in that I have practised my profession for—stretching it—18 months.

Mr. BASFORD: I just noticed the iron ring, that is all.

Mr. HARRISON: Well, it becomes rather traditional. There are many lawyers in politics who, I am sure, do not practice law.

Mr. BASFORD: But I have the honour of belonging to the only learned profession and one of the oldest.

We have had complaints that management are not programmers and you are recommending someone at or close to the highest level of management—the vice president. What sort of background should this person have? Is he an administrator or a programmer?

Mr. HARRISON: He has to be both really, because he must program as mentioned earlier—or direct programming—through an organization and thought other people...so that it is not sufficient for him to be merely an expert programmer.

Here again, I would like to use the research analogy which was raised earlier, in answer to Mr. Prud'homme's question. Many research organizations have got into trouble because they have put their most brilliant Ph. D research scientists at the top of the organization, where they became ineffective in directing other people to produce the sort of output that they were personally capable of. And, in fact, his very expertise in that area often tempts the research scientist to get in and meddle around with the nuts and bolts of research, rather than concentrating on creating an organization in an environment in which other creative people can function.

I would say the same thing is true of the top programming man of the Corporation. He should be a man who has had programming experience and who understands what a programming problem is but his expertise should not be as a top programmer, otherwise he will try to do it all himself. He has to be able to administer.

Mr. BASFORD: Patrick Watson would not make a good vice president of programming then?

Mr. HARRISON: Sure.

Mr. BASFORD: Appreciatively.

Mr. HARRISON: That is your opinion on that.

Mr. BASFORD: I take it from what you said you have not had a chance to read Mr. Leiterman's evidence or Mr. Haggan's evidence?

Mr. HARRISON: No, I am sorry, I have not because, as you know, I have been away.

Mr. BASFORD: I would very much have liked your analysis of that evidence.

Mr. HARRISON: Well, it is kind of you, but I really am here in a capacity which is rather narrow, and that is to comment on the work which we did in the study group and I do not regard myself as terribly qualified to pass judgment on the evidence of other people.

The CHAIRMAN: If there are no other questions I would like to make an exception here, because there is something that should go on the record.

I would like to add there were statements made here that along the line that goes from manager to supervisors to the producers, statements were made to the effect and to the contrary that these various jobs were not properly defined regarding the degree of authority, of responsibility and so on.

I would like to know if your group made any findings in that respect in one sense or the other and, if so, what they were.

Mr. HARRISON: I would say, sir, that we did not make a general finding about the lack of definition of the job. In fact, I think my own recollection would be that, generally speaking, there are written definitions of what the jobs are, at the various levels. What we addressed ourselves to was the content of

the definition or specification—description as it is called variously. To develop a consistent pattern, we started at the top, and went down through the organization, so that there was a clear idea of what authority was delegated to each lower level.

We, however, stopped at a fairly high level in the organization, adopting as our philosophy the fact that when you get into details of how various jobs are set up under people, it is really the person responsible for production who should determine how he wants it carried out. So we made descriptions and the appendices to our report are voluminous, mainly because of the descriptions that are in there of the top jobs, and then what we called suggestive descriptions of the next lower level jobs; the idea being—and there we were still optimistic—that at the stage of implementation the group, or one or more members of the group, would take our suggested description and work it over with the person who was appointed to head that function. If we were talking about programming, they would work it over with the vice president of programming and produce something that was meaningful in his terms. These were discussed.

The CHAIRMAN: Thank you. I think that I should, on behalf of the Committee, thank Mr. Harrison for his testimony.

A sitting will take place tonight at eight o'clock, I understand, to hear the continuation of the testimony of the president of the CBC, if he is free. This was the decision of the Committee, I gather.

The Committee is adjourned until eight o'clock tonight.

## EVENING SITTING

(French)

● (8.00 p.m.)

The CHAIRMAN: The meeting will please come to order. Gentlemen, we will proceed tonight with Mr. Alphonse Ouimet, President of the CBC, whose evidence was interrupted. Before continuing, he has a statement to make.

(English)

Mr. ALPHONSE OUIMET (*President, Canadian Broadcasting Corporation*): Thank you very much, Mr. Chairman.

Mr. Chairman, gentlemen. I think it would be useful to review very briefly the major questions which have been at issue before this Committee. As you know, my testimony was interrupted to hear the French network representatives and I think this review will save time, in the long run.

I think there have been four major questions before the Committee: The Corporation's decision with respect to the hosts of "Seven Days", the mechanics of communications before and after this decision; the questions of confidence and malaise raised by public affairs staffs in Toronto and Montreal; and the editorial policies of CBC with respect to "Seven Days" and other controversial public affairs programs.



Now, dealing with the first of these, the Corporations's decision not to renew the hosting contracts of Mr. Watson and Mr. LaPierre for next season precipitated the "Seven Days" crisis. The wisdom and, to a lesser extent, the timing of this decision, has been widely questioned. The basic question has been: Why did management take this action? The answer is simple. Mr. Watson was a good host on This Hour has Seven Days and management's decision not to renew his contract was taken for quite other reasons than his "on air" performance. The decision about Mr. LaPierre, on the other hand, was directly related to his "on air" performance and to nothing else.

It has been the considered view of management, based on observation of his work for two seasons on "Seven Days" and a season, before then, on "Inquiry", that Mr. LaPierre was unable to accept the principle that the CBC has no point of view on controversial matters. As I indicated on May 6, Mr. LaPierre's co-host was an inextricable part of the whole "Seven Days" presentation and, by the mere fact of his continuing presence, was identified with CBC and willy-nilly became a spokesman for it.

Over the three years in question he frequently allowed his own opinions and his own emotional involvement in controversial matters to show on the air, with the result that he tilted the balance of the program towards the things he believes in and favours. As a citizen, he has a perfect right to his opinions and to hold them strongly, but he does not have the right to use his position as a CBC host to advance them. He was not employed as a guest; he was not employed to give his opinions.

Thus, the non-renewal of Mr. LaPierre's contract has nothing to do with any other problem out of "Seven Days". It relates to him only.

The case of Mr. Watson is different. The decision to remove him as a host was directly related to the problem of bringing the whole "Seven Days" unit under the necessary degree of control. It is essential to understand that management's sole concern in deciding to remove Mr. Watson as co-host of "Seven Days", was to act in the best interests of the program and of the Corporation as a whole, and to make the best use of the staff concerned. Management was not acting as a court to determine guilt and award punishment. It was not concerned with penalties and rewards. Thus the question of whether Mr. Leiterman was more at fault than Mr. Watson was irrelevant. Both were valuable and extremely able members of staff. They were the co-founders of "Seven Days" and together they shared and carried out a conception of the program which was at variance, in important respects, with CBC policies:

Accordingly, management decided to separate them, as a step towards bringing the program into line with policy. It might have moved either one. Rightly or wrongly, it decided to leave Mr. Leiterman to carry on the production of "Seven Days" and to move Mr. Watson to other duties. This was the sole reason for the action taken with respect to Mr. Watson. No other considerations whatever played a part in management's decision.

Now a word about communications. The fact that Mr. Walker talked directly to Mr. Watson on April 6, and that Mr. Leiterman was not a party to this, has been widely criticized. The facts are not in question. Mr. Walker talked



in advance with Messrs. Hogg and Haggan and told them of management's decision with respect to Messrs. Watson and LaPierre. He believed that this information would be passed on from Mr. Haggan to Mr. Leiterman.

Accordingly when he talked to Mr. Watson, Mr. Walker was proceeding on an assumption. He has admitted, and I agree, that he should have verified that assumption before proceeding. Thus, there was a failure in the communication by management. However, this failure of communication downward would not have had serious consequences had it not been compounded by a much more serious failure of communication upward.

Messrs. Haggan, Watson and Leiterman could have pressed for a reversal of the decision up the management line, immediately following the Walker-Watson conversation of April 6. They did not. Mr. Haggan could have pressed for a reversal of the decision, back in February, instead of sitting on it. He did not. He has since indicated to me and others, and he has clearly implied in his testimony before this Committee, that he had no intention of accepting it, and I refer to page 438 of his testimony. In any case, there was no request for a meeting with Mr. Walker or anyone else at head office, including myself, to review management's decision or to introduce new arguments or information.

What happened next was that the substance of Mr. Walker's conversation with Mr. Watson appeared in the press on April 14, in the evening, I believe, from what source I do not know, but certainly not from head office. From that date onwards, Messrs. Leiterman and Watson communicated with management solely through statements in the mass media.

As we all know, the direct contributions of Messrs. Leiterman and Watson form only a small part of the public reaction that followed the April 14 press announcement. A high pressure publicity campaign developed and a so-called "Seven Days" movement was started, which made use of inflammatory and prejudiced statements about the whole "Seven Days" issue. I do not know the origins or workings of these campaigns and will not try to speculate on them. However, I seriously believe that they would make an illuminating case study of the manipulation of public opinion, and I commend them to sociologists as such.

Some remarks on the question of confidence: A great deal has been said, in testimony here, about the need for confidence, particularly confidence by top management and supervisory and production staffs. I submit that much of this talk has been unrealistic in that it dealt with confidence as an absolute, as an either/or proposition, as something that was completely present or completely absent. This is not so.

(8.30 p.m.)

Having said this, let me state firmly that the top Management of the CBC has a great deal of confidence—and well deserved confidence—in its production staff generally, as well as in its supervisors and middle management. It proves this by the large measure of autonomy which it grants them to make program choices and decisions. The acknowledged fact that the CBC producers have as much freedom as those of any broadcasting organization in the world is a measure of management's confidence in them.

There is also the question of confidence of staff in management. I am naturally much concerned that not only Messrs. Leiterman and Watson, but also their general supervisor, Mr. Haggan, as well as Mr. Thibault, would have seen fit to express so bluntly their lack of confidence in the public affairs judgment of their supervisors.

I am still not sure, however, how extensive this malaise actually is in public affairs departments other than those which produce our radio-television magazines such as "Seven Days", "Aujourd'hui"; "Présent", et cetera. If it is extensive, it must have come about through a process of contagion, inasmuch as program and policy decisions by senior Management are seldom required in the areas of women's programming, adult education, arts, letters and science.

A certain amount of discontent is inevitable in any large organization. The tendency to criticize head office is almost universal.

All educational, artistic and cultural enterprises present particular leadership difficulties in reconciling the needs for optimum creativity and of sound administration.

Program leadership is particularly challenging in the CBC. First because it must be achieved with respect to culturally and geographically distinct and separate program services. Second because the public service goals of the Corporation are constantly blurred and their achievement compromised by commercial exigencies and the lack of self-sufficiency in program distribution. These added complexities are peculiar to the CBC and are not found in any other publicly-owned broadcasting system in the world.

These typically Canadian complexities and compromises, together with the fact that U.S. competition forces us to do too much with too little, have a continuing tendency to affect the morale of our staff, generally, and especially in programming.

The present public affairs malaise is quite different. It arises from a conflict of opinion over how much freedom public affairs producers should have, to determine the over-all character and the future course of development of CBC programming. This conflict is obvious in connection with *This Hour has Seven Days*. It showed itself in the testimony of the production witnesses before you particularly in the statement submitted by Mr. Thibault. It is most conspicuous over the question of "editorializing" by the CBC.

Management's position in this conflict of opinion is very clear, and I believe unassailable. I stated it to you on May 6 when I said that management cannot grant complete autonomy in program matters to program staff

because it would take away from the Corporation the power of decision which must accompany the final responsibility which the act imposes on board and management for everything the Corporation does.

The question of what position the CBC should take on the question of on-air "editorializing" is, by all odds, the most important that has been raised before this Committee. It is the most important in its implications for the future role of the CBC in relation to the whole process of political and social change in Canada. It is absolutely fundamental since it concerns the basic posture of the CBC in relation to the Canadian people.

I dealt with this question, at some length, in my statement to you on May 6 and, in the final paragraph of that statement, I tried to make clear the basic choice offered to this Committee and to all those who hold the destiny of the CBC in their hands. The choice, I said, was whether CBC public affairs programming

will be conducted according to the principles and policies set by the Corporation's directors and management or according to the ideas implicit in certain aspects of *This Hour Has Seven Days*.

Since May 6 the contrast has been made even clearer. Mr. Thibault has appeared before you and argued at length in his memorandum that

we have found ourselves leaving the beaten path of our traditional policies of balance, and exercising the freedom to take sides, or to choose certain orientations, convinced that in so doing we are reflecting an important segment of public opinion".

And a little later he writes, and I quote:

Our traditional policies, our program directives, and their actual practice over the years, seem to me, then, to permit us, in French and English public affairs, a latitude of interpretation and of operating much wider than our president seems to concur with in his statement of May 6 before this committee.

I think these quotations give a fair indication of Mr. Thibault's position.

Since May 6, also, Mr. Leiterman has issued to the press a lengthy statement on the nature and purposes of the "new kind of journalism" represented by "Seven Days". I did not receive a copy of this statement so I am basing my comments on the report of it which appeared in the newspapers.

The Thibault memorandum and the Leiterman statement are very important documents for this Committee and for every Canadian concerned with the future of the CBC.

With the greater part of what they have written the CBC board and management are in full agreement, just as we are in agreement with the greater part of what "Seven Days" has done. However, their devotion to television journalism, to the evolving techniques and demands of the medium itself, have led them, especially Mr. Leiterman, to a false conclusion; that the objectivity and impartiality of the CBC in matters of opinion are myths.

This same dedication to what he calls the "the new kind of journalism" also has led Mr. Leiterman to advocate "extra legal means" of obtaining information as legitimate. The Corporation rejects this code of ethics and will not deliberately place itself outside the law under any circumstances.

The question with which they and I are dealing, that of the social contract between the broadcaster and his audience in the area of information and opinion, is so intricate and its ramifications so subtle that I cannot deal with it fully in a statement which I want to keep short. I will only try here to isolate two points of paramount importance: the limits within which the CBC can editorialize and who should set those limits.



Mr. Thibault spoke of the fundamental options which the public affairs broadcaster must make if he is to function at all: the choice of subjects to be considered, of guests to participate, of formats to be used. Mr. Leiterman makes the same point when he says and I quote him:

The very process of editing, even the CBC national news, has always involved the subjective judgment of an editor, a director, or even a stand-up reporter with his own evaluation for an "on camera" report.

This is sophistry. Obviously, these choices are inevitable but they can be made within the CBC policies of objectivity and impartiality. Surely, there is all the difference in the world between the subjectivity of decisions taken with objectivity as an end and the subjectivity inherent in the deliberate expression of one's own views or in editorializing.

There has never been any question that the CBC influences public opinion. That is what public affairs broadcasting is all about. I was fully aware of this when I spoke to you on May 6. That was why, when I said that the CBC must serve public opinion, I added: "it must not directly mould it." The key word is "directly" and the difference of opinion between the Corporation and Messrs. Thibault and Leiterman turns, in good part, on the interpretation of this word. The CBC must only influence public opinion by providing all relevant facts and leaving the public free to draw its own conclusions.

Mr. Thibault quotes Sir Hugh Greene to the effect that:

Although the BBC does try to attain the highest standards of impartiality, there are some respects in which it is not neutral, unbiased, or impartial; that is, where there are clashes for and against the basic moral values, truthfulness, justice, freedom, compassion, tolerance. Nor do I believe (Sir Hugh adds) that we should be impartial about certain things like racialism, or extreme forms of political belief.

I have already said very much the same thing before you with respect to the CBC. If there is to be any enlargement of the area in which the CBC can take sides this should, in my considered opinion, be decided by the Corporation, that is, the board of directors, and not by Mr. Leiterman or Mr. Thibault or any other producer, host or interviewer.

I make this flat statement because I believe that the determination of the CBC's relation to the people of Canada, in the area of opinion, is of such importance and delicacy, that it must command the attention of the board of directors and that it cannot be delegated, as Mr. Leiterman proposes, to him or to his television reporters, however honest and well-intentioned they may be.

The CBC is not tied to the so-called "old guardians", even though it recognizes that they embody many values of proven worth to our society. But neither is it prepared to tie itself to the "new guardians" represented by the television producers and journalists whom Mr. Leiterman describes.

Nothing of what I have said is meant to suggest that CBC management is unaware of or uninterested in the new public affairs broadcasting techniques which have placed the "editorial" question in such clear relief. We are fully aware and vitally concerned, as we have the duty to be. We want and expect



CBC television to grow and develop new techniques. But management is convinced that this growth and these techniques must not be allowed to change the fundamental fact of the relationship between the CBC and the Canadian people; to wit, that the CBC has no opinion in controversial matters.

Together with my fellow directors, I consider this question of the CBC's editorial posture as the most important, without exception, that can be asked about the Corporation. Everything else is secondary: entertainment, budgets, buildings, coverage, everything. That is why I have asked to speak to you, again, about this important question and why I make no apology for doing so. I would fail in my duty if I did not.

I said at the conclusion of my May 6 statement that this Committee has a choice to make. I repeat this statement here. You and Parliament as a whole, must choose whether the scope and character of CBC public affairs programming is to be determined by the Corporation's directors and management or by its public affairs producers and supervisors. Thank you, Mr. Chairman.

The CHAIRMAN: Mr. Stanbury.

Mr. LEWIS: While Mr. Stanbury is trying to find something, Mr. Chairman, could I ask Mr. Ouimet to tell me the page in Mr. Thibault's statement from which he quoted.

Mr. OUIMET: I said he had clearly implied in his testimony at the top of page 438—

Mr. LEWIS: Mr. Thibault would not be on page 438.

Mr. OUIMET: No, no. In *Hansard* of the Committee. Mr. Thibault's statement was of 40 pages.

Mr. LEWIS: But 438 was not Thibault.

An hon. MEMBER: No, that was the minister's statement.

(8.45 p.m.)

Mr. MACKASEY: Page 791 is where Mr. Ouimet's quotation or Mr. Thibault's appears in the record.

Mr. LEWIS: You quoted from Mr. Thibault with regard to editorializing.

Mr. OUIMET: This is another question, Mr. Lewis. I misunderstood you.

Mr. LEWIS: I am sorry. I thought you must have. Where were you quoting from?

Mr. OUIMET: I have not got the number of the page. Perhaps someone could look it up. Could we look for this, Mr. Lewis, and give it to you later?

Mr. STANBURY: Mr. Ouimet, when you were here before, I believe you expressed the opinion that the only serious situation of lack of confidence between producers and top management was in connection with "Seven Days". I wonder if, having since heard the testimony of Mr. Thibault, Mr. Harrison and Mr. Marcel Ouimet, you are still of this opinion?

Mr. OUIMET: I believe that it is a question of degree. The kind of situation we have with "Seven Days" is an extreme. The kind of situation, as revealed by

Mr. Thibault, seems to have been, in reviewing his testimony very carefully, related more to principles than actual cases. You will recall that in the testimony of Marcel Ouimet, when he dealt with the cases that Mr. Thibault had raised, that there were very few of them that did not have a very logical explanation. I know, myself, from experience, that there have been practical problems on the French network Public Affairs recently that have come to my attention. Usually, when there is something which is serious, it comes up the line fairly fast.

Mr. STANBURY: From your hearing of Mr. Thibault's testimony would it be fair to say that he felt there was a crisis of confidence in his particular area of the Corporation?

Mr. OUIMET: Yes, I think he used words which would definitely indicate this but, on the other hand, it is not a crisis of confidence that seems to have been translated into actual deviations from CBC policy or practices, to the extent that we have talked about, with respect to "Seven Days".

Then, you asked me about Mr. Harrison also.

Mr. STANBURY: Yes.

Mr. OUIMET: In the case of Mr. Harrison, we must remember that he was dealing with a situation which they started to examine, I think, in September of October, 1963, and on which they reported in September, 1964. So if you take the midpoint of this, it is about two years old. Since that time, the organization in Toronto and in Montreal, has been completely changed in a major way. I was listening to him very carefully today and he was stating clearly that he had found evidence of—I do not remember exactly what words he used—either frustration or morale problems in areas other than public affairs. I am sure that there are a number of such cases. But to go on from there and say it is a general malaise, I honestly cannot come to that conclusion. Before I appeared the last time, I checked carefully with the people concerned with departments other than "news" and "public affairs" in Montreal and Toronto. I have checked with the assistant general managers in both Toronto and Montreal. Mr. Marcel Ouimet, I think, did the same thing and has already testified that, to the best of our knowledge, there is no general problem in that area. By this, I am not saying there are not the usual difficulties one would expect between dispersed field operation and a remote head office. Our head office is remote. Our problem is that we have little choice about that particular difficulty.

Mr. STANBURY: Would it be fair to ask you what is your personal estimation of Mr. Harrison?

Mr. OUIMET: Mr. Harrison was my executive assistant. He was a very bright, intelligent, aggressive assistant.

Mr. MACKASEY: Did you say "was" or "is"?

Mr. OUIMET: Well, I have not been able to judge him recently, except by his testimony this afternoon. It must have been a little difficult for him because he was talking about something which took place two years ago and he was being asked all kinds of questions about the present situation, which he does not know.

Mr. STANBURY: I think he was fairly careful to say that whatever his observations were, they were about the situation when he studied it.

Mr. OUMET: That is right.

Mr. STANBURY: But you had a high respect for him when he worked for you, did you?

Mr. OUMET: Yes.

Mr. STANBURY: Now about the other members of the present study group?

Mr. OUMET: Yes, I had and still have a very high respect for them. By the way, they have all either been returned to their present jobs or promoted.

Mr. STANBURY: I gather, from what Mr. Harrison said, that it was the general conclusion of the President's study group that there was an illness—I think that was the word he used—which was widespread. It was not limited to the field of public affairs or to any one program. I do not suppose there was such a thing as "Seven Days" at the time the study was commenced.

I think he made it clear—I think he was speaking for the group—in saying there was an illness, generally, in the relationships between production people and management. This seems to be almost the same comment as was made by Mr. Thibault, who referred to a malaise, and to the same general comments as were made by Mr. Haggan.

Without going into the reasons for it or whether or not it was justified, does it not seem, from the testimony of those three witnesses at least, that there was a crisis of confidence in the Public Affairs Departments, both in Montreal and Toronto and, in the estimation of the President's study group, a crisis of confidence which extended beyond simply public affairs?

Mr. OUMET: Yes. Mr. Thibault and Mr. Haggan have indicated this with respect to public affairs in Toronto and Montreal.

Mr. Harrison spoke about something more general but not necessarily of the same kind and also not applying to the same period of time. Many of the measures that we took as a result of the President's study group—because there is a very positive result from this study—were designed to correct some of these problems. I will be glad to mention some of them to you.

Mr. STANBURY: I think you touched on these when you were here before. However, the fact is that when Mr. Harrison and his group reported to you, in his terms, there was, in their opinion, a general illness, and today, in the terms of Mr. Haggan and Mr. Thibault, there is a malaise.

Mr. OUMET: But let us not necessarily compare the two kinds of illnesses. There is no evidence that it was exactly the same. Also, today, the witnesses you have had before you have talked about public affairs.

Mr. STANBURY: Except for Mr. Harrison, who spoke of general problems.

Mr. OUMET: Except Mr. Harrison, yes, but he was talking of two years ago.

Mr. STANBURY: In your opinion, there is no such general illness now?



Mr. OUIMET: No. I have already mentioned to you that, in an organization such as ours, which has to reconcile the necessities of obtaining optimum creativity with sound administration, we will always have some problem of this kind. It is a matter of degree.

Frankly I do not know that there is, for example, a malaise of any seriousness in any of the regions across the country. I do not know that there is a malaise of any seriousness in departments other than "News" and "Public Affairs" in Montreal and Toronto. I do not know of any malaise in the various staff services at Head Office.

Mr. STANBURY: Were you aware of any, three years ago?

Mr. OUIMET: Yes. After the Glassco Report, which was somewhat disappointing as far as we were concerned, because, as Mr. Harrison mentioned, it was highly critical but presented no solutions, or recommendations, we decided that we should look into it. The reasons for doing so were that we thought there was some justification for some of the criticism but, at that time, we did not know how much. The President's study group has made its report and it has been very useful in many ways. We have implemented many of the recommendations and even those we have rejected were useful, in the sense that they made us do a lot of thinking about the various alternatives, before we acted.

Mr. STANBURY: One of the central recommendations of the president's study group report still seems to be one which was not implemented, namely the suggestion of a different kind of vice president programming. When you were here before, you touched on the reason for not accepting this, but I do not think you had any opportunity to expand on it, other than to say you found it impractical. Would you care to take a few minutes to tell us why?

Mr. OUIMET: I will be glad to do so. I think this is the central point of difference between the president's study group's study and what management implemented. There is no doubt about that.

Let us first understand exactly what they were recommending. We had, at head office, a vice president of programming who was operating in a staff function like all other staff vice presidents. The responsibility for all the operations on the French network in Montreal was under a vice president and general manager, Mr. Marcel Ouimet. The same responsibilities for the English network were under the authority of Mr. Walker. We had one man responsible for each division.

What the President's study group suggested was that we replace this one man by three men; that instead of one man in each place being responsible for the whole thing, including sales and programming, we have three men, so that we would have had a boss of sales, a boss of programming and a boss of production. This, by itself, introduces a practical complexity which was one of the elements in our decision against the recommendation, that we would have had a boss of sales, a boss of programming and a boss of production. This, by itself, introduces a practical complexity that was one of the elements in our decision against the recommendation; but it is not the only one.

The second factor is that these two lines, one responsible for production and the other responsible for programming, had to come together somewhere.



These people, ordering the programs and specifying what should be done, had to be in contact with their counterparts on the production side. Therefore, if we take a field like drama—like “Festival”—the orderers of programs, who would have reported to the vice president of programming, would have had to specify exactly what they wanted out of the production group, and the production group would have had to satisfy the orderers, or the purchasers; therefore, where we had one man before, we had two experts—one to specify and order and make sure he got what he wanted, and the other to make sure that he was satisfying this order.

This required a lot more people. I believe, from memory, it was about 40 more people in each location. But, more important than that, it put into presence two sets of creative people without authority over one another in terms of a superior-to-subordinate relationship, but purely in the relation of buyer to supplier.

Actually there was no point of co-ordination for this rather complex operation except in Ottawa at the level of the chief operating officer. You had one line, the specifiers and orderers, reporting to the vice-president of programming, and you had the other line reporting to the vice president and general manager, and, as the common boss, the chief operating officer. He would have to do this co-ordination not only for the English network but also for the French network, and, at the same time, take care of all the regions. He would have had something like 14 people reporting to him.

We did not think this was practical. We thought about it a great deal and we said, “We are very sorry; we would like to go along with you, but we just cannot.” It would have been more costly, would have required more men and in our view would have been more complex.

It would have accomplished a number of things which I must mention. I have just mentioned the disadvantages. What it would have done would have been to provide a clear line of authority from the vice-president of programming right to the point of ordering programs on paper. In other words, you could have held somebody clearly responsible for an operation up to the paper stage; but when you got from the paper stage to the actual execution is where we would really have got into trouble; so we had to refuse this recommendation because of this, after a lot of talk.

Mr. STANBURY: Do you still feel that it is impractical?

Mr. OUMET: Oh, yes; very much so. One of the other reasons why I feel it is impractical is that, although we want to be innovators at times, no other organization in the world has ever worked that way in programming.

As a matter of fact, the organization that we have today at the divisional level, because we operate in two languages—the organization of the English network division or of the French network division is the same basically as the organization of BBC, NBC, ABC and CBS. Because we have two languages we have a superstructure above that. If it were not for the two languages we could have used the same sort of orthodox organization that all other broadcasters in the world use.

Mr. STANBURY: You heard Mr. Harrison's suggestion, on behalf of the PSG about Parliament's assessment of the Corporation's mandate and the Corporation's performance in carrying out the mandate. Would you like to give us your reaction to those suggestions?

Mr. OUMET: I think his suggestion was excellent. I am not sure that it was in his original recommendations, though; but that is beside the point.

Of course, Parliament has to assess the performance of the CBC against its goals. You will recall that Mr. Harrison talked about the broad policies of the Corporation, the broad objectives and whether the CBC was actually meeting those objectives. I think this is the duty of Parliament to do this. Then, of course, it is the duty of the Board to do it at a somewhat lower level, and then, under that, of management to do it at a still lower level.

Mr. STANBURY: Would you agree that it could be the proper function of this Committee to try to advise parliament on such an assessment?

Mr. OUMET: I do not know how Parliament would wish to do it. I have no views on this. But I am sure the whole of Parliament could not go it itself, and, therefore, it would have to be done by a committee.

Mr. STANBURY: This is the only existing body which might do it at present.

Mr. OUMET: We are talking about a broad assessment of Corporation performance against broad policies and objectives.

Mr. STANBURY: Would you say what we have been studying here for the last few weeks would give us some insight into whether or not the Corporation is carrying out its mandate in an effective way, whether or not its mandate is well defined?

Mr. OUMET: This is a difficult question to answer. I would say that the attention of the Committee was so specifically directed to a particular problem that I do not think that you have touched really on the bulk of the operations of the Corporation and its major objectives and policies. I think we have been discussing mainly a very specific problem.

Mr. STANBURY: Mr. Harrison put it as a symptom of something which at least some people in the Corporation consider to be a general problem.

Mr. OUMET: But even at that, I think it would be dangerous to generalize from the specific to the general when we are just dealing with one symptom.

Mr. STANBURY: In any event after hearing the further testimony you still do not recognize any general problem within the CBC.

Mr. OUMET: I have said that I recognize the possibility of a number of problems existing, but not of the nature, or the extent, or the seriousness, that seems to have been taken for granted from the start of these discussions.

Mr. BRAND: One thing that seems to have come out in all these hearings is the ability of all members to prepare statements at great length. I would like to refer to yours of this evening if I may. It goes back to something that we have already covered but since you covered it again I think perhaps we had better go into it just very briefly.

You were referring to the failure to renew the contract of Mr. LaPierre, and you said, I believe, on page one of the statement: "The answer is simple."—that is, why management takes these actions. I would submit, first of all, that if it was so simple I do not think we would all be here so long.

You go on to say: "Over the three years in question he frequently allowed his own opinions and his own emotional involvement in controversial matters to show on the air, with the result that he tilted the balance of the program towards the things he believes in the favours". Now, according to the edict, or whatever you want to call it, on program personalities—and I do not have it with me—I believe it does state under the P. 3 bit, the permanent program personality, that a certain amount of the host's own personality will naturally show through. Now, are you denying this sort of right?

Mr. OUIMET: I would like to answer your question in this way: Mr. LaPierre, I have found out only recently, is the only permanent program personality we employ. How this happened I do not know. We do not have anyone anywhere else. What he does is exactly the same as what Mr. Watson does, and any of you who have watched the program I think would find it very difficult to find a difference between the two. Mr. Watson is engaged as a host, LaPierre as a permanent program personality. But, on the other hand, he is acting as a host and we have been judging him as such.

The whole policy on hosts and program personalities—for which I must take responsibility, because I signed it when it came to me for approval—is rather conflicting when you compare its different elements. In other words, there is a rough in there, when you come to program personality, either to permit, or to disapprove of, the kind of approach that Mr. LaPierre has taken on this. The important thing is that Mr. LaPierre did not change his role at all this year as compared to last year. Last year he was employed as host-interviewer.

All I can say that I was rather surprised that he was engaged by the Commission on the basis of a permanent program personality, because actually he was doing exactly the same as Mr. Watson does, and it is on that basis that I judge him.

Mr. BRAND: Well, this is interesting because it is in contradiction to your previous statement, is it not? You stated: Mr. Watson was a good host and management's decision not to renew his contract was taken for quite other reasons than his on-air performance. If they were the same, how do you equate that?

Mr. OUIMET: I really do not get the significance of your question.

Mr. BRAND: I think most other people do.

Mr. OUIMET: I would like very much to get it, if you could explain it a little more.

Mr. BRAND: I will read your words, again, sir: "Mr. Watson was a good host on 'This Hour Has Seven Days' and management's decision not to renew his contract was taken for quite other reasons than his on-air performance." You have just said that you could not tell them apart in the manner in which they handled themselves as hosts. Now, is that right?



Mr. OUIMET: No, I did not say that you could not tell them apart in the manner in which they carried out their duties. I said that you could not tell their duties apart.

Mr. BRAND: Oh, I see.

Mr. OUIMET: In their function we call them the co-hosts of "Seven Days" and everybody does. This program personality business is rather a recent development.

Mr. BRAND: You do not feel then that they should be allowed to project their own personality.

Mr. OUIMET: No; and if you accept our proposition that the CBC must not editorialize, or express an opinion on the air, then you must expect your hosts not to do it.

Mr. BRAND: Are you going to rescind this business about permanent program personalities?

Mr. OUIMET: I think we are going to have a very good look at this—

An hon. MEMBER: Just do not hire any more. You have got rid of the only one you had.

Mr. BRAND: There is another point: All the evidence we have had so far would indicate that this show was completely scripted. I do not necessarily accept the thesis that you can give an opinion by raising an eyebrow or letting a tear run down your cheek. How can you blame a person for giving opinions on a completely scripted show when the person is reading a teleprompter?

Mr. OUIMET: In the first place, only some parts of it were scripted. Of course, there is no scripting—

Mr. BRAND: The evidence we have, sir, is that it is 99 per cent scripted and there may have been two or three words only—

Mr. OUIMET: If that is the evidence then somebody has miscalculated. The interviewing is never scripted. It is the in-between elements that are scripted.

Mr. BRAND: It is the interviewing. That is fine.

Mr. OUIMET: That is right.

An hon. MEMBER: That was pre-taped.

Mr. BRAND: Yes; it has already been passed, though, has it not?

There is another point here that gives me a little concern. I think this is in contradiction to some of the testimony we have had you say that Messrs. Haggan, Watson and Leiterman would have pressed for a reversal of decision up the management line immediately following the Walker-Watson conversation of April 6. They did not, according to you.

It is my understanding that even prior to that Mr. Haggan had pressed for a reversal of the decision back in February instead of sitting on it, as you say. You say that this is not true?

Mr. OUIMET: Not as far as I am informed by the people to whom he would have gone had he wanted to have a reversal.



Mr. BRAND: There is something here that causes me real concern, sir. On page 4 in the bottom paragraph it is stated as follows:

As we all know, the direct contributions of Messrs. Leiterman and Watson and Watson formed only a small part of the public reaction that followed the April 14th press announcement. A high pressure publicity campaign developed and a "Save Seven Days" movement was started which made use of inflammatory and prejudiced statements about the whole "Seven Days" issue. I do not know the origins or workings of these campaigns and will not try to speculate on them. However, I seriously believe that they would make an illuminating case study in the manipulation of public opinion and I commend them to sociologists as such.

I think this statement requires a little clarification, if you could give it, sir.

Mr. OUIMET: It probably requires a number of sociologists to get to work on it.

Mr. BRAND: That, of course, is a matter of opinion, sir, I am sure. But I was wondering what you were referring to by this "high pressure publicity campaign"?

Mr. OUIMET: We all know what happened. I think we can draw different conclusions. It was an unbelievably rapid explosion, coming from many different places.

Mr. BRAND: Are you suggesting that this was a planned campaign by some persons—we can call them "They" with a capital "T" perhaps—who were trying to save the "Seven Days" staff?

Mr. OUIMET: No, I am not suggesting that it is a person, or a number of persons. All I notice is the fact of what happened, and I think this is a very interesting thing.

Mr. BRAND: I think it is very interesting too, sir, in view of the tremendous number of letters and petitions which we all have had, and in view of the statement which I believe you issued to us, that there were 7,000 and some in favour and 483 against.

Mr. OUIMET: There was one case where I received some 35,000 letters—not this particular case.

Mr. BRAND: No; not in the "Seven Days" case.

Mr. OUIMET: Not in the "Seven Days" case; but there was one case concerning a program where we received 35,000 letters.

An hon. MEMBER: Which one?

Mr. OUIMET: The cancellation of Bishop Sheen's program.

Mr. BRAND: Do you think that was a planned campaign also?

Mr. OUIMET: This one, I can assure you, sir, was. The bulletins were distributed at the doors of the churches in many parishes.

An hon. MEMBER: Were people forced to send them in after they got the bulletin at the churches?

Mr. OUIMET: I do not know; but I received 35,000 of them.

An hon. MEMBER: That is a little different, though, from the letters concerning "Seven Days."

An hon. MEMBER: What about the Rockwell case?

Mr. OUIMET: In the case of Rockwell, I do not remember what it was—

Mr. BRAND: The first note I saw, sir, with regard to the "Seven Days" affairs was a very well thought out and a very well prepared statement signed by a lot of distinguished Canadians. I believe at the top of the list was Senator Grattan O'Leary, and there were a lot of other members of the learned professions. Would you be referring to this as one of the high pressure publicity campaigns which has helped to manipulate public opinion—perhaps with ulterior motives?

Mr. OUIMET: We have read, of course, as you may have, some of the press observations on this phenomenon where some people talked about the way they had been contacted. I myself have received a letter explaining how one person had been contacted.

I really have not given much attention to following this through. That is why I am suggesting that somebody else should do it.

Mr. BRAND: But you are making some rather serious charges here, I would think.

Mr. LEWIS: You talk about "manipulation" without ever giving it much attention?

Mr. OUIMET: I think the phenomenon is still worth looking into.

Mr. LEWIS: Yes; but you talk about manipulation.

Mr. BRAND: I am concerned about this statement and I hope you do not really mean what you are saying in this statement, that public opinion as such, has really no right to comment on these things—particularly when the public is spending over \$100 million a year to keep the CBC going.

Mr. OUIMET: This is not what is being suggested, sir.

Mr. BRAND: I should hope not!

Now, sir, there was a memorandum sent to you by Marc Thibault, which you received prior to the Halifax meeting. Did you present this to the board?

Mr. OUIMET: Yes; I translated it to the board.

Mr. BRAND: Did they have any comments on it at the time?

Mr. OUIMET: We received quite a number of wires at that time and they had comments on every one.

Mr. BRAND: Did they comment specifically on the fact that this came from a person in a relatively high production phase in the Corporation? I am sure you did not get that many from that level.

Mr. OUIMET: No. We had had a communication from Mr. Haggan, and we received a communication from Mr. Thibault—that would make two at that level; and we had other communications.

All I can say is that the communication was received, it was translated by myself and was discussed.

Mr. BRAND: You mentioned before in your testimony, sir, the Columbia Broadcasting System, in the United States. Is it a fact that in their system the production levels are at the vice presidential level, overlooking, shall I say, the mechanical levels below that?

Mr. OUIMET: They have so many vice presidents that I would not be surprised if you found some at that level. I think they have 35 or 40 of them.

As far as I know, taking CBS as an example, they have a different form of structure in the sense that television and radio are headed by presidents, and below that you have the vice presidents of the various services which would correspond, in our case, to the directors of various services. You have a vice president of news and current affairs. You actually have a president of news and current affairs, in the case of Columbia, and vice presidents under him.

Mr. BRAND: So he would be fired like Fred W. Friendly was recently.

Mr. OUIMET: Yes; he was the one.

Mr. BRAND: Yes; because of difficulties—

Mr. OUIMET: He was president of CBS news.

Mr. BRAND: Because of difficulties;—he did not meet with the policies, I presume, of CBS. Do you not think that this sort of system would be a good idea in the CBC?

Mr. OUIMET: You mean firing people quickly?

Mr. BRAND: I think that has been demonstrated, sir. I was thinking, perhaps, more from the viewpoint of laying responsibility for difficulties you may be having in programming.

Mr. OUIMET: By the way, I would like to make this clear: I do not think Mr. Friendly was fired. Mr. Friendly resigned. He resigned because another senior officer was placed in the chain of command above him. The two top men, I think, were re-arranging the organization in order to contemplate retirement.

Mr. BRAND: I do not know how you contemplate retirement by placing more people up there, but I will accept that.

Do you consider in view of Mr. Thibault's statement he will probably receive the "axe", to use the term used previously?

Mr. OUIMET: Not by me. No; I think I would echo what Marcel Ouimet said with respect to Mr. Thibault when he was here. I think that Mr. Thibault's position in the Corporation depends a great deal on his own readiness to accept the policies of the Corporation.

Mr. BRAND: Come to heel?

Mr. OUIMET: What did you say?

Mr. BRAND: To come to heel, more or less.

Mr. OUIMET: No; we have certain policies and obviously people must follow them.



Mr. BRAND: Mr. Ouimet, you were mentioning the failure of communication upwards and downwards. Do you not agree that perhaps it would have saved a great deal of difficulty if the decision had been deferred until after the program was off the air.

Mr. OUIMET: Yes; but that is probably not the point, sir. Many decisions have to be taken at times when they may be more difficult than at other times. Generally speaking, decisions with respect to programs, or stars of programs, in broadcasting are taken before the end of the current season. I am not sufficiently closely acquainted with the problems of this particular program to be able to say, with all certainty, that another three or four weeks would not have been possible, but I certainly have no objections in principle to the idea that people must know before the end of the season whether the program is going to come back; because if it does not, then you have to take all kinds of measures to replace it. It is an operational decision which is left to the operational people.

Mr. BRAND: I am afraid I do not follow this, because I understand that we have had evidence from yourself and from others, sir, to the effect that the program will be coming back, and that this is merely a non-renewal of contract; and there has been no great change in the program—certainly not in the last one I saw. Surely it would have been better all around if this had been deferred?

Mr. OUIMET: I think from the point of view of what happened it would have been better. From the point of view of what we expected—because we did not expect this to rebound the way it did—I do not say that the timing of the decision was bad.

Let us just stop for a minute. Here is what we were trying to do: We were trying to improve a program—to get it back next year—and we said: "Let us change one host, because we think we can get somebody who will be a little more objective about it. Let us change the other host, because we are trying to separate a pair. Let us go ahead with it".

We offered the one host another job—a very important job. If everything had gone well we would have been starting next year with "Seven Days", with the improvements we wanted to see in it, with Pat Watson working on "The Quarterly Report" using his very excellent talents as a producer, and, for all you know, the public might have been made acquainted with two new hosts who, perhaps, they would have liked just as well.

If you should take this as the logical outcome of what we set about to do, then the problem of timing does not present itself in the same aspect as it does when you relate it to the crisis we have had.

Mr. BRAND: Thank you very much. I think you have answered my question.

Mr. MCCLEAVE: Mr. Ouimet, on page 7 of your statement of tonight you suggest "The question of what position the CBC should take on the question of on-air 'editorializing' is by all odds the most important that has been raised before this Committee". That, I take it, is your idea of the battlefield we should be on; but, may I suggest to you, that the most important question is the operation between management and the part of the CBC wherein lay "Seven Days" and the public affairs department.



We have had the excellent comments of Mr. Harrison this afternoon—a most thoughtful presentation; he was one of the good witnesses before this Committee—on the president's guide study and the fact that there is some difficulty in the operations between management and the program department. Is there any guarantee that we will not have another unholy mess on our hands in a couple of years time, or are there going to be changes brought about by yourself and the directors vis-a-vis management and the area that we have been dealing with?

Mr. OUIMET: Let me say definitely "Yes" first, before I go any further.

Mr. LEWIS: Is that in answer to the second part of the question? I hope the answer is "Yes" to the second part of the question!

Mr. OUIMET: That we will not have the "unholy mess" again? I mean yes, that management would take steps to see that this sort of thing does not repeat itself. But we will not succeed in doing this if we do not succeed in first of all settling what I call the most important question—because it is the most fundamental—and that is the difference in philosophy and concept.

● (9.30 p.m.)

Now, if we start right from the beginning with the difference of approach, if on the one hand we have a group of people who are convinced, in good faith—and I am not saying that there is not good faith—that this is the kind of journalism that the CBC must do, that is, the kind that has been outlined in Mr. Leiterman's manifesto, and if we have, on the other hand, the Corporation policy that it has no views to express, no CBC views, and that it must present all sides of a question and let the public judge, then there will be another problem. That is why I say this is the important question of policy we have to solve first. It is only as a result of this rather trying time that we have really got an expression of philosophy from the two public affairs groups, as well as from the corporation as a whole, on which we can compare exactly where we are. I am sure there could have been a better way of getting at this than waiting for such a test.

Mr. STANBURY: Yes, you threw out the baby along with the bath water when you might very well have scrubbed the infant off and sent it on its way gain.

Mr. OUIMET: On the other hand, let me say this. That, in the field of public affairs, we are dealing with a new philosophy. This is not something that existed ten years ago. This is a new approach. This is new journalism and it all came about in very recent times so that, if we were caught unawares, I think there is no explanation.

Mr. CARTER: Asking questions?

Mr. OUIMET: No, the philosophy as expressed, I think, by Mr. Leiterman, is a good description of it. In the first place, the old concepts of objectivity and impartiality are put aside and you set about to express your own views and you must your producers to be honest in expressing those views. But subjectivity

and editorializing are acceptable tools of the new journalism. Furthermore they go further than that; even extra legal means of getting information is considered legitimate.

Mr. McCLEAVE: This may sound new to television, Mr. Ouimet, but the fact is that—

Mr. OUIMET: I see, sir. I was thinking about the CBC.

Mr. McCLEAVE: I might take my final point. Do you plan to bring about this solution by changes in organization? Or do you plan to bring it about by changes in personnel?

Mr. OUIMET: At this stage, Mr. McCleave, I really cannot answer you. I think it would include a third element, in any case, simply the concentrated discussion of policies and the acceptance as such. But we have discussed, also the possibility of changes in structure in the "public affairs" and "news" areas. Since we first discussed this, which was in terms of what the English language "public affairs" wanted shorter lines if you remember—practically direct contact with the President—we have had a new theory from the French network which says the longer the line the better; the need here was a cushion between the Public Affairs producers and management. I think I know which of the two is the best solution, but you cannot please both sides with the same solution.

Mr. McCLEAVE: The guarantee you give us, then, Mr. Ouimet, is not that you have a solution this evening, but that you, and top management, will look for a solution and put it into effect.

Mr. OUIMET: Yes, sir.

Mr. MACKASEY: Mr. Ouimet, I have a few questions. Perhaps we will agree with your analysis of the role of the CBC in its editorial policy, and you say that the CBC has no opinion in controversial matters. I have to agree. But there are just a few things arising out of your statement tonight on which I would like a little elaboration. You mentioned somewhere in your remarks—and it may have been an ad lib addition to the text because I cannot find it in the text—something to the effect that "head office is remote". Do you recall saying that?

Mr. OUIMET: Yes, I said this, but I do not remember just where.

Mr. MACKASEY: Could you elaborate on what you mean by "head office is remote"?

Mr. OUIMET: I meant the head office is geographically remote from our two main production centres and this is a handicap as compared to any other organization that we know.

Mr. MACKASEY: Are you aware of the fact that Mr. Walker expressed a very contrary view?

Mr. OUIMET: No, I know what he said exactly. But let me say that, while I agree with him, this problem of geographical remoteness is one we are going to have to live with because I think the cure for it will bring more problems than—

Mr. MACKASEY: What you are saying is that you have to isolate yourself from a problem that you are afraid to tackle.

Mr. OUIMET: Oh, no.

Mr. MACKASEY: Well, tonight you made a point that head office is remote and therefore prejudicial to the good management of CBC. You infer that the present set-up of having head office in Ottawa, hampers the efficiency of the Canadian Broadcasting Corporation. Yet you agree with Mr. Walker's statement that it should not be moved out of Ottawa and into Montreal or Toronto as recommended?

Mr. OUIMET: Yes, I agree with Mr. Walker. The location of head office in Ottawa is not as easy an arrangement as it would be if we had only one language to deal with, say, French, and we were located in Montreal. Or again, one language, English, and we were located in Toronto. It does not mean that the problem can be solved by moving to one or the other.

The problem, in our opinion, would be worse if you move to one of the two operating ports. You would facilitate the problem, to a certain extent, by removing the geographical remoteness for one point. But, for the other, point, you would increase the problem, not in terms of geographical remoteness, but in terms of what I would call the psychological problems involved in leadership from one city to another.

Mr. MACKASEY: It is tempting, Mr. Ouimet, to stay on this line of thought because the Fowler Report has made such a recommendation and I gather, from your remarks tonight, that you consider head office being in Ottawa a handicap. Yet, at the same time, you do not approve of the Fowler Report. You feel it would create a bigger problem but you have not told us about the problem.

Mr. OUIMET: I do not know of any better solution than being in Ottawa.

Mr. MACKASEY: You are evading us now. It is the lesser of two evils.

Mr. OUIMET: It is the least of three evils.

Mr. MACKASEY: Well, what are the other evils? You have not told us.

Mr. OUIMET: Going to Montreal or going to Toronto.

Mr. MACKASEY: What is wrong with going to Toronto or Montreal?

Mr. OUIMET: In establishing corporate policies for the CBC, I think the location of the people who have to establish those policies is very important and I think you get a better perspective of Canada, as a whole, from Ottawa, although it is still not an ideal place for it, than you would get from being either in Montreal or in Toronto, being immersed in a particular operation. Taking everything into consideration, I think we get a better perspective from Ottawa and, since our role is to make sure that we have a fully Canadian viewpoint and not a regional or provincial viewpoint, Ottawa offers those advantages.

Mr. MACKASEY: How does the Film Board manage to fulfill its function as a medium?

Mr. OUIMET: I do not think they actually have the same problems and I do not know for sure that anyone has claimed that the move to Montreal was a great success.



Mr. MACKASEY: Well, we will leave that for another time. Somewhere else the statement—I have not found it but I have not looked too closely—you use the expression “rightly or wrongly”. To me, this implies that there is a doubt in your mind concerning what you did. I think you were talking of Mr. Watson and you used the expression “rightly or wrongly” he was dismissed.

Mr. OUIMET: I think I was trying to make a point, here, that it was a question of judgment and, in trying to separate the pair, you have the choice of one or the other. So you pick one rather than the other and I said “rightly or wrongly”. Really, I do not know. I think Mr. Watson is a very good producer. I think he probably could have done a very good job of production.

Mr. MACKASEY: We will not pursue that one too long, Mr. Ouimet. I would like to come back, however, to Mr. Thibault's statement because I was rather impressed by Mr. Thibault. Of all the witnesses from the producers' side, including Mr. LaPierre and Mr. Leiterman, he convinced me, more than any other, of his willingness to co-operate with management. But he seemed to be crying out in the wilderness for some direction from management. You seem to imply a difference. What he was saying, in effect, if I understood it was: “I would gladly carry out what management wants, if only somebody would tell us what in hell they want.” This is the impression he gave me.

Mr. OUIMET: This is the impression you got?

Mr. MACKASEY: Yes.

Mr. OUIMET: That makes our problem easier.

Mr. MACKASEY: Any time I can solve your problems I will be happy to do so, Mr. Ouimet.

Mr. OUIMET: I thought that he had gone pretty far in developing a philosophy which gave me the impression that was what they wanted to do rather than what they were in fact, doing and that worried me quite a bit.

So far as crying in the wilderness for management directives is concerned I think Mr. Marcel Ouimet has said in his testimony, and he knows more about this than I did, that there had been no indication on the part of Mr. Thibault until very recently, that there was any real difference of opinion or clash except in terms of specific program items which might have come up now and then.

Mr. MACKASEY: This, of course, relates to what you said. It is only recently you were aware of any concern in the Montreal area. You knew that there was a difference of opinion in the Toronto area because of This Hour has Seven Days but you were unaware of any malaise or dissension in Montreal.

Mr. OUIMET: In the recent six months. I think over the years there have been times when there have been some ups and downs in relations, but nothing too serious.

Mr. MACKASEY: It seems inconceivable that Mr. Thibault could prepare such a brief outlining so many differences of opinion with management and you would have had no inkling, until this brief came before this Committee, that such a situation existed.



Mr. OUIMET: I just wish that our people would write briefs to us. It would make our task a lot easier.

Mr. MACKASEY: What you are saying, then, is that, in reality, there is little or no communication between your people and management?

Mr. OUIMET: No, there is plenty of communication going on all the time about specific things, through the line responsible for public affairs, but in terms of over-all global consideration of the problem, I do not remember ever receiving or reading such a thorough study of the problems of public affairs in Montreal.

Mr. MACKASEY: Mr. Ouimet, possibly the other Mr. Ouimet may have touched on the point, and I would apologize if he did, but I was not here. I have another committee to attend. What intrigued me the other day was Mr. Thibault's graphic description of a problem revolving around a program similar to public opinion instead of a one night stand for a reporter, they would hire a commentator for a five-day period. He spoke specifically about Mr. Clement Brown in Foreign Affairs. He also outlined the consternation within management at receiving from Mr. Bona Arsenault an obvious complaint on the line that Mr. Brown had taken. Were you aware, at the time, of Mr. Arsenault's representation?

Mr. OUIMET: I was aware of Mr. Arsenault's wire because I think it was addressed to me. But the testimony of Mr. Marcel Ouimet was completely the opposite of that given by Mr. Thibault.

Mr. MACKASEY: But you received the letter. What was your opinion of it all?

Mr. OUIMET: I passed the wire down the line and made no comments about it. And that is all there was to it, as far as I was concerned.

Mr. MACKASEY: Mr. Ouimet, I have only one or two other questions. One thing that has struck me from sitting here, and also from reading the testimony when I was not here, is the almost complete lack of reference to your Vice-President of Programming in this whole controversy, in communications with This Hour Has Seven Days group. It would seem to me that Mr. Briggs and also your Vice-President of Programming would in normal circumstances and in view of their position, have played a more active role in liaison between the producers, the middle management and the top management. Why is their role so ineffective?

Mr. OUIMET: I would not say that their roles are ineffective. The reasons in each case are different. Mr. Hallman has been sick for about three months so he cannot take part. He has not been at the office.

Mr. MACKASEY: I do not mean at Committee but there has been little or no reference to his role in the development periods of "This Hour Has Seven Days".

Mr. OUIMET: He had quite a lot to do in the early stages of "Seven Days" because of the concept of the program. It was described in fair detail by the two producers—Mr. Watson and Mr. Leiterman—and this was considered carefully by our program council, which is chaired by our Vice-President of Programming. In the matter of new programming, involving policy decisions and in the matter of scheduling, he was very much involved.

Mr. MACKASEY: Who is fulfilling his role now?

Mr. OUMET: At the moment, his assistant who is Jr. Jean-Marie Beaudet is taking his place.

Mr. MACKASEY: What particularly is the function of Captain Briggs?

Mr. OUMET: Captain Briggs is the Vice-President appointed under the act.

Mr. MACKASEY: I know what he is, but what does he do?

Mr. OUMET: And his first duty, according to the act, is to replace the President when he is away. In addition to that, he does what is assigned to him by the board and by myself. What has been assigned to the Vice-President since the act was passed in 1958 has been the chief operating officer function. So he deals with the daily operations of the Corporation while I deal with the policies and the long term planning.

Mr. MACKASEY: Was Captain Briggs ever personally involved in this dispute at all, other than firing people which, I think, was his decision?

Mr. OUMET: No, I do not think it was said that it was his decision.

Mr. MACKASEY: Yes, I think earlier it was.

Mr. OUMET: No, I do not know who actually decided not to renew those contracts.

Mr. MACKASEY: A play on words.

Mr. OUMET: But I think there were two or three or perhaps four of us considering the problem.

Mr. MACKASEY: Are you satisfied with Captain Briggs?

Mr. OUMET: Yes, I think Captain Briggs is doing a good job.

Mr. MACKASEY: And when Mr. Hallman is well, are you satisfied with him?

Mr. OUMET: Yes.

Mr. MACKASEY: In other words, they have your confidence?

Mr. OUMET: Yes.

Mr. MACKASEY: As President, you stand behind these two people. In your judgment these are efficient gentlemen who are carrying out the roles outlined for them under the act?

Mr. OUMET: Yes.

*(Translation)*

Mr. PRUD'HOMME: A supplementary question sir. Even if you were not satisfied with Captain Briggs, under the law, you could not do anything, Mr. Briggs was appointed according to the amendments brought to the Act in 1958. Even if you were not satisfied with him you could not do anything about it?

Mr. OUMET: That is true.

Mr. PRUD'HOMME: Good. That is understood.

(English)

Mr. MACKASEY: I think the point Mr. Prud'homme is making is that whether you are satisfied or not, there is nothing you can do about it. If this were true, it is time we amend the act because it certainly seems to me to be an impediment to your role. If, at any time, you become disenchanted with these gentlemen and you are unable to do anything about it, it seems to me to curtail our function, to the detriment of the Canadian Broadcasting Corporation.

Mr. OUIMET: By the way, Mr. Harrison was asked about this this afternoon. do not know whether you were here?

Mr. MACKASEY: No, I was not.

Mr. OUIMET: I would just like to say that I certainly agree that his approach to this question is the right one. I think that the board should recommend on the appointment of the Chief Executive Officer, who may be appointed by Order in Council, and then the Chief Executive Officer should recommend on the appointment of anybody under him. I think everybody agrees with this.

Mr. MACKASEY: Just a finalization, Mr. Ouimet. I agree with your page 11 and on what your editorial policy should be for the Canadian Broadcasting Corporation. I also agree, after listening to many of the meetings, that "This Hour Has Seven Days" deviates from this. But I am still puzzled concerning why we could not do something about it a lot sooner in the game. And I finish on that note, Mr. Chairman.

Mr. OUIMET: I am sure that this must be a problem for the Committee.

Mr. MACKASEY: A puzzlement.

Mr. OUIMET: Or a puzzlement for the Committee. And the reason is a simple one; we were trying to save a program which was in a new field and on which we accepted there was going to be a great deal of difficulty. At one time we gave up but then the program got better and we decided to keep it.

Mr. MACKASEY: Do you think this program is lost? You say that you were working so delicately not to lose the program. Do you think you have lost it?

Mr. OUIMET: I hope not. But this is really a question of our ability to get producers who will do it in accordance with the policies of the Corporation.

The CHAIRMAN: It is 9:55. Would you like to start, Mr. Lewis? You are next on the list.

Mr. LEWIS: Perhaps I could, with your agreement, call it ten o'clock. Surely everybody is tired and so is the witness. Starting something at this hour does not make very much difference.

The CHAIRMAN: Since we cannot terminate tonight, I would just like to make the Committee aware of the fact that there is no sitting on Wednesday so we will resume on Thursday. We are asked not to schedule any morning sittings this week because other committees want to sit in the morning. Therefore, the next Committee will sit next on Thursday at 3:30 o'clock.

Mr. LEWIS: After question period?

The CHAIRMAN: After question period. Mr. Ouimet will be here then.

Mr. COWAN: How much longer do we remain on "Seven Days" and this damned individual program before we get on to the estimates of the Department, despite the heading on here about estimates for the CBC?

The CHAIRMAN: To whom is the question addressed, Mr. Cowan?

Mr. COWAN: I am asking you, as Chairman.

The CHAIRMAN: I will refer your question to the steering committee.

Mr. COWAN: I would like to ask Mr. Ouimet, now, so he will have some notice of it, can he bring to us, in the near future, a statement of the number of hours devoted by the CBC to records and tape, as distinct from live programs. I am not talking about live programs filmed in Canada and then taped, I am talking about purchased films from the United States or from France or from Great Britain, as you like.

I would like to give him notice that I want to ask this question. To sit here day after day after day for four weeks and tonight you can get twenty minutes to ask some questions yourself, if you have enough patience.

Mr. LEWIS: If my learned friend would cool down for a moment, may I, Mr. Chairman, remind you of a point Mr. Basford raised earlier today. I wonder whether the President has spoken to you about it, namely the tabling of the President's Study Group report?

The CHAIRMAN: I thought the President would address himself to the subject in his statement and I think he forgot.

Mr. OUIMET: I forgot.

Mr. LEWIS: We can leave it until Thursday, especially if he is going to give a "no", I would just as soon have it left until Thursday—if we can agree with him about it.

The CHAIRMAN: Shall I give you an inkling? Let us adjourn and deal with it on Thursday.

Mr. OUIMET: Mr. Chairman, we can give those references to Mr. Lewis, for the record.

Mr. LEWIS: I found them. They are on pages B-4 and B-8.

Mr. OUIMET: It is B-4 and B-8 of the English text.





OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 18

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MONDAY, MAY 30, 1966

THURSDAY, JUNE 2, 1966

---

Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESS:

Mr. J. Alphonse Ouimet, President, Canadian Broadcasting Corporation.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,	<sup>3</sup> Mr. Forrestall,	<sup>1</sup> Mr. Peters,
Mr. Asselin	<sup>4</sup> Mr. Grégoire,	Mr. Prittie,
( <i>Charlevoix</i> ),	Mr. Hymmen,	Mr. Prud'homme,
Mr. Béchard,	Mr. Johnston,	Mr. Richard,
Mr. Berger,	Mr. Mackasey,	Mr. Sherman,
Mr. Brand,	Mr. McCleave,	Mr. Stafford,
Mr. Cowan,	<sup>2</sup> Mr. Nowlan,	Mr. Stanbury,
Mr. Fairweather,	Mr. Nugent,	Mr. Trudeau—(25).

M. Slack,

*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Lewis on Wednesday, May 25.

<sup>2</sup>Replaced by Mr. Macquarrie on Wednesday, June 1.

<sup>3</sup>Replaced by Mr. MacDonald (*Prince*) on Wednesday, June 1.

<sup>4</sup>Replaced by Mr. Langlois (*Mégantic*) on Wednesday, June 1.

**NOTE:** Meeting scheduled for Thursday, May 26, was not held.



ORDERS OF REFERENCE

WEDNESDAY, May 25, 1966.

*Ordered*,—That the name of Mr. Lewis be substituted for that of Mr. Peters on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

WEDNESDAY, June 1, 1966.

*Ordered*,—That the names of Messrs. Macquarrie, MacDonald (Prince), and Langlois (Mégantic), be substituted for those of Messrs. Nowlan, Forrestall and Hégoire on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*



## MINUTES OF PROCEEDINGS

MONDAY, May 30, 1966.

(32)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 4.05 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Berger, Brand, Fairweather, Forrestall, Symmen, Johnston, Lewis, McCleave, Pelletier, Prittie, Prud'homme, Richard, Stafford, Stanbury, Trudeau (16).

*In attendance:* Mr. J. Alphonse Ouimet, President, CBC.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman presented the *Eighth Report of the Subcommittee on Agenda and Procedure*, dated, May 30, as follows:

1. Your Sub-Committee wishes to remind the Committee that it has concerned itself with the general situation that gave rise to the "Seven Days" issue and not with the Watson-LaPierre dispute.

2. The Committee recommended to the CBC management and the Producers to avail themselves of the good offices of the Government and subsequent report of Mr. Keate has been issued.

3. Having regard to recommendation No. 2 of Mr. Keate's report, your Steering Committee is of the opinion that the sittings of your Committee be temporarily suspended until the actions and positions of both parties are fully clarified.

4. Your Sub-committee also recommends that the Committee resumes its hearings at an early date for the purposes of completing the examination of the President of the CBC. Upon the completion of that examination, your Steering Committee recommends that an interim report be prepared for the consideration of the Committee.

5. Your Sub-committee recommends that an invitation be extended to all interested parties to forward to the Committee in writing whatever statements they may wish to submit.

Mr. Basford moved, seconded by Mr. Fairweather, that the Eighth Report be concurred in.

Mr. Lewis moved, seconded by Mr. Prittie, that the Report be amended as follows:

That Paragraphs 2, 3 and 4 of the Report be deleted and the following substituted therefor:

That the Committee having heard a great deal of evidence concludes that no further taking of evidence is necessary and the Steering Com-

mittee is hereby instructed to prepare an interim report for submission to this Committee not later than 2 weeks hence:

and in paragraph 5: line 2;

after word "forward" add the words "within one week".

After discussion, and by leave, Mr. Basford withdrew his motion and Mr. Lewis withdrew his amendment.

Mr. Stanbury moved, seconded by Mr. Prud'homme, that the Committee adjourn until 3.30 p.m. on Thursday, June 2. Motion was carried *unanimously*.

At 4.55 p.m., the Committee adjourned until 3.30 p.m. on Thursday, June 2.

THURSDAY, June 2, 1966.

(33)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 3.55 p.m. The Vice-Chairman, Mr. Ron Basford, presided.

*Members present:* Messrs. Allard, Basford, Bécharde Brand, Cowan, Fairweather, Hymmen, Johnston, Lewis, MacDonald (*Prince*), Prittie, Richardson, Sherman, Stafford, Stanbury, Trudeau (16).

*Member also present:* Mr. Lind.

*In attendance:* From the Canadian Broadcasting Corporation: Mr. J. Alphonse Ouimet, President; and Mr. H. G. Walker, Vice-President and General Manager, Network Broadcasting (English).

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Vice-Chairman read a memo from Mr. Roussin of the Committee Reporting Services advising that the initial portion of the sitting of May 30 was not recorded due to technical difficulties.

Mr. Basford presented the *Ninth Report of the Subcommittee on Agenda and Procedure*, dated June 2, as follows:

1. Your Subcommittee recommends that the Main Committee completes the examination of the President of the CBC. Upon completion of that examination, your Steering Committee recommends that an interim report be prepared for the consideration of the Committee.
2. Your Subcommittee recommends that an invitation be extended to all interested parties to submit in writing to the Committee not later than June 8 whatever statements they may wish to present.
3. Following completion of the examination of the President of the CBC it is recommended that the Committee revert to the examination of the estimates of the Department of the Secretary of State and of the agencies for which the Minister is answerable to the House.

On motion of Mr. Fairweather, seconded by Mr. Richardson, the Ninth Report was adopted.



The Committee agreed to a request by Miss LaMarsh that bills relating to the Film Development Corporation and the National Arts Centre, originally intended for committee study, now be discussed only in the House.

The Vice-Chairman read into the record a return requested by Mr. Lewis of a ratio of overspending on "Seven Days" for 1964-65.

*(NOTE: Copies were later distributed to each member).*

Mr. Basford then read a letter from the CBC dated May 24, 1966, and tabled CBC correspondence with McKim Advertising Ltd. and McCann-Erickson of Canada Ltd., being returns requested by Mr. Peters, relating to program material on "Seven Days". (Identified as Exhibit "O").

*(NOTE: Copies were later distributed to each member.)*

On motion of Mr. Brand, seconded by Mr. Sherman, it was agreed that a document, "A Public Statement by the Association of Television Producers and Directors (Toronto) to the Parliamentary Committee on Broadcasting", dated May 30, 1966, be printed as an Appendix to the Minutes of Proceedings and Evidence of this day. (See Appendix 10).

*(NOTE: Copies were previously distributed to each member).*

On motion of Mr. Johnston, seconded by Mr. Lewis, it was agreed that a document, "Statement by the Board of Directors of the Canadian Broadcasting Corporation re the Keate Report", dated May 27, 1966, be printed as an Appendix to the Minutes of Proceedings and Evidence of this day. (See Appendix 11).

*(NOTE: Copies were later distributed to each member).*

Mr. Cowan requested the tabling of a document, "Answers to some current questions about 'Seven Days' from Douglas Leiterman, its executive producer", dated May 30, 1966. On motion of Mr. Stanbury, seconded by Mr. MacDonald, (since), it was agreed, on division, that the request for tabling this document be referred to the Steering Committee.

Mr. Alphonse Ouimet was recalled and further examined on matters relating to the "Seven Days" program.

The examination of Mr. Ouimet on the "Seven Days" matter being concluded, at 6.40 p.m., the committee adjourned to the call of the Chair.

M. Slack,  
*Clerk of the Committee.*

*(NOTE—The Committee report to the House respecting the CBC (Seven Days Program) will appear in a later issue of the committee's proceedings.)*



## EVIDENCE

(Recorded by Electronic Apparatus)

MONDAY May 30, 1966.

● (4.28 p.m.)

(Owing to a technical failure, part of the proceedings was not recorded).

The CHAIRMAN: This is the decision, without judging if it is right or wrong, that the steering committee has taken. This report makes no judgment whatsoever on the value or lack of value or what have you of the Keate report. It only takes the view that we, as a Committee, were, in part, at least, responsible for the articulation of this mediation and that without making any judgment we should not interfere, as long as all the parties had reacted to the Keate report and we still have one of these reactions to come, which is that of the producers who are supposed to meet tonight in Toronto. I am not arguing in favour of this interpretation, I just want to say that this is behind the report of the steering committee.

Mr. BRAND: I can understand that, Mr. Chairman. Paragraph 3 says: 'Having regard to recommendation number 2 of Mr. Keate's report, your steering committee is of the opinion' which would suggest that they are being guided by this. I can see your point but I do not necessarily agree with it.

Mr. PRITTE: Mr. Stafford mentioned Mr. Cowan. Mr. Cowan has not been interested, at any time, in this affair, generally. He is only interested in the CBC estimates and this does not preclude us from going ahead with the general CBC estimates, or the National Film Board or anything else.

Secondly, Mr. Lewis' amendment, which I seconded, said that if the Committee feels it has enough evidence now, to deal with the general situation and make an interim report based upon the relationship of the management to the production staff, we can go ahead. I happen to agree with those words.

Now, Mr. Stafford wants to go ahead but I would like to suggest this to him; Mr. Ouimet started his testimony before the Keate report came out. Can you continue questioning Mr. Ouimet without taking the Keate report into account? I suggest to you that this brings a new element into the situation and that you will have other people who will want to come back, based upon the Keate report. This changes the whole situation.

It seems to me very unreal to question Mr. Ouimet on what we knew a week ago, since the situation has now changed with the Keate report. If we go on with Mr. Ouimet, then Mr. Leiterman, Mr. Haggan and everybody else should be able to come back and say what they think about the Keate report. After all, they were here a month ago, or however long ago it was. That is a different element you have to consider.

The CHAIRMAN: Are there any further remarks?

Mr. BASFORD: Mr. Chairman, there has been some comment about paragraph 3 and what has to be clarified. Following from the Keate report, the

board of directors met on Friday and issued a clarifying statement, or what they called a clarifying statement. I might have wished that it had said more than it did, but they issued a statement in accordance with one of the Keate recommendations.

In their statement of Friday night was a reconfirmation of the personnel and program policy that was arrived at by agreement and discussions with Mr. Keate and the Toronto producers and management. They also called upon management to produce for their June meeting personnel suggestions for top management. We, in this Committee, have no idea what reaction the Toronto producers' association has to those specific points and to the Friday night statement in general.

I think it would be unwise for this Committee to proceed until we have that reaction and that clarification. It seems to me, and I described it earlier, as a very explosive situation, a situation between producers and management which has been described. There are comments on this in the Keate report as something which could destroy the whole CBC. There is Mr. Comox's comment that it looks as though you will have to tear the house down and build it again. I think this Committee ought to be very conscious of its responsibilities here. We are, with the CBC, in an extremely difficult situation. This Committee should not do anything that might make that situation worse.

While the situation between the producers and management is not, in all respects, comparable to a labour-management dispute, it is very close to it. You cannot settle a labour-management dispute in public; you cannot settle a labour-management dispute in front of a Parliamentary committee. Therefore, it seems to me that that labour-management dispute should be settled and clarified before we have more evidence in front of this Committee. That is the reason for paragraph 3.

Mr. BRAND: Do you think we should not even discuss the dock strike in Parliament?

Mr. BASFORD: That is not what I mean.

Mr. STAFFORD: I cannot see your reasoning, myself. What are your reasons for making these statements? Why do you think it will make it worse? It is not enough just to say that you think it will, what will make it worse?

Mr. BASFORD: It runs the risk of making it worse.

Mr. STAFFORD: Why any worse than it was two weeks ago?

Mr. BASFORD: The reason we continued after Mr. Keate was appointed and why Mr. Keate suggested that the Committee continue its hearings was for the purpose of having on the record, and before the public, both sides of this issue.

Mr. STAFFORD: Then let us complete it. We are just finishing up what we started.

Mr. BASFORD: When Mr. Keate was appointed we had had, at that point, only one side of the story.

The CHAIRMAN: Is the Committee ready for a vote on Mr. Lewis' amendment?



Mr. FORRESTALL: I have two questions. In order to oppose any suspension of the meeting of the Committee, Mr. Chairman, do I understand now from the report and the amendment to the report, that I must oppose both? I ask that question, Mr. Chairman, because I am awfully curious and suspicious concerning what is going on. There seems to be something going on that the members of the Committee are just not privy to and there appears to be some reason that is being hidden from us.

I do not mind pleading my ignorance because I am here on an interim basis for one or two other hon. and continuing members of the Committee. I am just curious and I am sorry that the reason has not come out. I will oppose both of these.

Mr. STANBURY: Perhaps the member can ask his own representative on the steering committee what this sinister reason would be.

Mr. FORRESTALL: If you put it that way, I wish the Committee member that might represent my view could advise me on that.

Mr. FAIRWEATHER: I think it is just bad drafting, but nothing else.

Mr. FORRESTALL: We are participating in bad drafting, but nothing else. If that is what it is, I apologize for my having cast aspersions but I suspect the reasoning behind it, and if it is simply bad drafting then that is another thing.

Mr. LEWIS: Could I ask you a question, Mr. Chairman. If it were undertaken by members of the Committee that any questioning of Mr. Ouimet today would not have reference to the Keate report, would there be any reason why the steering committee members would think that, with our being here and Mr. Ouimet being here, we could not continue and complete his evidence?

The CHAIRMAN: I can answer this question, Mr. Lewis. It was considered by the Committee, but it was considered highly improbable that the Chairman would succeed. We felt it was merely an illusion to think—and it was mentioned in the debate on your motion, I think—that you could just say that we will question Mr. Ouimet now, but nothing has happened over the last eight days. I could not really, after being advised by the steering committee, be persuaded that I could do that and really keep the developments over the last week out of the questioning. I think it is quite unrealistic.

Mr. PRITTE: That is an important point, Mr. Chairman. If we open up into that subject, then a lot of other people, quite rightfully, could request to come back to the Committee.

For Mr. Forrestall's information, there is nothing particularly mysterious. If you think the Committee has enough information for an interim report now, you could vote for either Mr. Lewis' amendment or the main motion. If you do not, then vote against it.

Mr. STANBURY: Mr. Chairman, I can understand Mr. Forrestall's concern because I have the same one, in that this report should say, in paragraph 3, that the hearings of your Committee on this subject be temporarily suspended.

I can sympathize with Dr. Brand's concern about Mr. Keate attempting to advise this Committee on considering estimates but I do not think that is

what he attempted to do at all. He attempted to give some advice on the handling of this particular problem, which involved the Committee leaving the subject for the moment.

It seems to me that Mr. Lewis, with all respect to him, made a good argument, in his comments, for the report of the subcommittee, because he pointed out that there was one element in the recommendations which still has not come to fruition, namely the response of the producers. Another recommendation of the mediator was that we suspend our hearings while these other matters were being resolved.

It seems to me that Mr. Lewis has put his finger on the very thing that we should be suspending our hearings to await, and that is the reaction of the producers to the report and to the announcements by the board of directors.

So, Mr. Chairman, it seems to me that all these purposes would be served if this committee were now to adjourn until Thursday, if it is in order. Rather than complicate my motion any further, I would simply move that this Committee adjourn until Thursday at 11 o'clock.

The CHAIRMAN: I cannot accept the motion except with the unanimous consent of the Committee. We have an amendment before us.

Mr. LEWIS: Mr. Chairman, if the steering committee will withdraw their report in the form in which it is before this Committee, my amendment will fall and I am prepared to support an adjournment until Thursday, which means an adjournment until the producers association has had its say, that is all. I do not await some unmentioned and unmentionable things that are about to be clarified, something that we know nothing about.

Mr. BASFORD: I think most of us would agree with that. The motion now on the floor, being made by myself and seconded by Mr. Fairweather, we would withdraw.

Mr. FAIRWEATHER: It will take me until Thursday to be serious, anyway, so I will withdraw.

Mr. LEWIS: The motion has been withdrawn so the amendment is withdrawn and the motion before you is an adjournment until Thursday.

Mr. PRUD'HOMME: I second the motion to suspend the hearings.

The CHAIRMAN: Until Thursday afternoon?

Mr. LEWIS: Why not Thursday morning?

The CHAIRMAN: I do not think we could have a room on Thursday morning.

An hon. MEMBER: Then we would continue with Mr. Ouimet, after orders of the day.

The CHAIRMAN: Is that agreed?

Mr. LEWIS: Mr. Chairman, I do not want to take any more time but before that motion is voted on, I, as one member of the Committee, would like to have from Mr. Ouimet, the answer to the question asked on the floor of Parliament today, which neither the prime Minister nor the secretary of State was able to answer.

An hon. MEMBER: You will get that on Thursday.

Mr. Lewis: No. I do not see any reason why that particular question should wait until Thursday.

An hon. Member: Then we should all be able to ask questions.

Mr. LEWIS: No, no, I am not . . .

The CHAIRMAN: Mr. Lewis, you gave me advance notice of this question you would be putting.

Mr. LEWIS: I am not putting it.

The CHAIRMAN: The only position I could take is really to say if the whole Committee agrees that one single question would be put to the president of the CBC by the Chairman this afternoon, I would go along with that. But there is clear indication that if I put one question, which is yours, other members will want to put theirs. I do not think it can be done. It would be necessary to get unanimous consent of the Committee.

We have now before us a motion that the Committee adjourn until Thursday at 3.30 p.m. or after the question period. All those in favour?

Motion agreed to.

## EVIDENCE

*(Recorded by Electronic Apparatus)*

THURSDAY, June 2, 1966

● (3.46 p.m.)

The VICE-CHAIRMAN: Gentlemen, will the committee now come to order. I have a short announcement to make which is possibly fitting for the Broadcasting Committee and, in this connection I would like to read a letter from the Committee Reporting Services:

On Monday, May 30th because of technical difficulties the initial portion of the committee meeting was not recorded. This loss of recording was due to the substitution of an incorrect sound inter-connecting cable. The reason this cable was substituted for the original has not yet been determined. However, recurrence is not likely as all equipment inter-connections have now been standardized.

I had to put that on the record because it has to be inserted in Monday's record to explain the gap in the record. Fortunately we had no witnesses before us.

I would like to present the ninth report of the subcommittee on agenda and procedure resulting from a meeting of the committee yesterday afternoon. The report is as follows:

1. Your Steering Committee recommends that the main committee complete the examination of the President of the CBC. Upon completion of that examination your steering committee recommends that an interim report be prepared for the consideration of the committee.

2. Your Steering Committee recommends that an invitation be extended to all interested parties to submit in writing to the committee not later than June 8 whatever statements they may wish to present.

3. Following completion of the examination of the President of the CBC it is recommended that the committee revert to the examination of the estimates of the Department of the Secretary of State and all agencies for which the Minister is answerable in the House.

May I have a motion for concurrence.

Mr. LEWIS: In view of that decision am I correct in assuming there will be no other live witnesses on this issue.

The VICE-CHAIRMAN: That is right, Mr. Lewis.

Mr. COWAN: But it is just on this issue. After we have heard from Mr. Ouimet on this issue we will want him back on the estimates though.

The VICE-CHAIRMAN: Oh, yes.

Mr. COWAN: I just wanted to make it clear.

Mr. FAIRWEATHER: Mr. Chairman, I move that the 9th report of the subcommittee on agenda and procedure be adopted.



Mr. RICHARD: I second the motion.

Mr. BRAND: Mr. Chairman, I was wondering when the report will be available and if it will be available before the next meeting of the Board of Governors of the CBC?

The VICE-CHAIRMAN: When is that Dr. Brand?

Mr. BRAND: I do not know. Perhaps we could find out from the Chairman of the Board.

The VICE-CHAIRMAN: The Steering Committee discussed dates and it was the feeling of the Steering Committee that it should proceed forthwith to the drawing of a report as expeditiously as possible.

Mr. BRAND: I understand the meeting of the Board of Directors of the CBC will be on June 25 and it would seem to me, in all fairness to the Board, that if we are going to prepare a report it should be available to them before they meet at that time.

Mr. FAIRWEATHER: I think that was our objective, Mr. Chairman, but we did not want to be tied down to a date.

The VICE-CHAIRMAN: That is right. It was the general feeling that we act without delay and certainly June 25 is a fair time away.

Mr. BRAND: Not that far, the way we operate around this place.

Mr. PRITTIE: I suggested June 20, Mr. Chairman, when we discussed a date.

Mr. LEWIS: Could we have from the President of the Corporation now the date, if there is a date set, for a meeting of the Board.

Mr. ALPHONSE OUMET (*President of the Canadian Broadcasting Corporation*): It is the last week of June, Monday, Tuesday and Wednesday. I have not the exact dates but I think they are the 28th, 29th and 30th.

Mr. LEWIS: The last week in June?

The VICE-CHAIRMAN: Thursday is July 1st, I think.

Mr. LEWIS: Then it would be the 27th, 28th and 29th because Monday is the 7th.

Mr. BRAND: So long as it is understood that it is our hope—within that period of time to have this report ready, as was suggested.

The VICE-CHAIRMAN: Yes. I think I could say that the Steering Committee will take note of your remarks.

Mr. BRAND: I have one other point.

Mr. LEWIS: Could we finish this point before Mr. Brand goes on. Would there be any objection to an instruction from this committee to the Steering Committee that, if possible, the report be completed before June 27th. I am not asking this be mandatory but am putting it forth as an objective.

The CHAIRMAN: The committee discussed this, and I think I am reflecting the view of the committee when I say we wanted to avoid an absolute deadline but we did feel that it should be proceeded with without delay. We have also taken note of the comments made here this afternoon.

Mr. STANBURY: Anyone who feels the subcommittee is not proceeding quickly enough could raise this question at a meeting of the committee.

Mr. BRAND: Implicit in this I assume is the fact that one of the recommendations of the Steering Committee regarding the report is that the report they prepare will be brought back to the committee of the whole for ratification and/or amendment as the case may be.

The VICE-CHAIRMAN: Oh yes. The function of the Steering Committee is to prepare a draft report for submission to the full committee.

Mr. BRAND: I just wanted that on the record.

The VICE-CHAIRMAN: The Steering Committee cannot issue a report of the Broadcasting Committee.

Mr. COWAN: Did Stuart Keate approve that agenda the Steering Committee has outlined.

The VICE-CHAIRMAN: No; Stuart Keate has not been consulted about the Steering Committee's report.

● (4.00 p.m.)

Mr. COWAN: Will it be official then?

The VICE-CHAIRMAN: It has been duly moved and seconded. Is it agreed?

Motion agreed to.

The VICE-CHAIRMAN: If I may finish some routine matters in the Minister's opening statement she made mention of the fact she hoped at some date the committee would consider two acts which the government proposed submitting to Parliament, the first on the National Arts Centre and the second on the Film Development Corporation, resolutions in support of which bills have now been placed on the order paper.

It is now the hope of the Minister to have these dealt with in the House very quickly and to have them dealt with in committee of the whole rather than this committee. The Minister has written to me asking to be released from her previous statement. The Steering Committee considered it and felt that they could quite adequately be dealt with in committee of the whole. Unless there is some objection that is the way we would proceed.

There are some documents to be tabled. The first is a letter from the Director of the Secretariat CBC. On May 29, Mr. Lewis requested in committee the ratio of over-spending on Seven Days over the first season. It is very short so I will read it into the record:

In response to this request, I am enclosing the information in 60 copies.

The Seven Days unit's actual cost of program for 1964-65 exceeded the budget by 8.2 per cent, \$79,000.

Mr. LEWIS: If I remember, I think we were told they were within the budget in the second season?

Mr. OUIMET: Very close.

Mr. LEWIS: Very close.

The VICE-CHAIRMAN: The second document is a further letter from the Director of the Secretariat. On May 9th Mr. Peters asked in the committee that he Corporation produce copies of any representations made by advertisers about program material broadcast on This Hour Has Seven Days. The production of such letters was to be subject to the approval of the writer. The letter reads as follows:

Our records show that we have received altogether such letters from three advertisers. Two of these from McKim Advertising Limited on behalf of American Motors (Canada) Limited and from McCann, Erickson of Canada Limited on behalf of Canadian Tabacofina are attached. The third advertiser did not give permission for his letter to be tabled.

There are sufficient copies of these letters for distribution to members of the committee.

Now sir, you wished to raise something.

*Translation)*

Mr. ALLARD: Yes, Mr. Chairman. I don't know if I am in order or not, I want to propose that the steering Committee study the advisability of calling before Committee the chairman of the Board of Governors Mr. Stewart, I think it is, because in the hearing of evidence there has been discussion of views expressed by witnesses to the effect that it would be more advantageous to have only State radio, or private stations, there has been a question of competition between the CBC and private stations and I think that the Committee members would be very much interested in knowing the viewpoint of this Board of Governors, at this stage in regard to the standards it applies in establishing its policy in regard to the fees that are the private stations, in the issuing of licences to them.

This is the request I want to submit to you, that we call Dr. Stewart of the CBC and the Committee might ask the Chairman of the BBG to come before as, in the case of any other Committees of the House, in the Finance Committee or instance where in 1961, I think it was, we had the Governor of the Bank of Canada. I think it would be wise that the Broadcasting Committee hear about competition between the CBC and private stations, that the Committee members learn what are the exact standards and policies established by the BBG. We want to be able to examine all the problems in order to reach a proper opinion.

*English)*

The VICE-CHAIRMAN: Mr. Allard, Dr. Andrew Stewart, the Chairman of the Board of Broadcast Governors is chairman of one of the agencies which reports to and through the Secretary of State and, therefore, in due course he will automatically come before this committee when we are either examining the estimates of the Board of Broadcast Governors or alternatively, I am sure, when we are examining the Government's white paper on broadcasting. I am sure the committee would want to hear the Chairman of the Board of Broadcast Governors in consideration of the white paper. I have in my own mind questions whether his evidence would be relevant to this particular issue with



which the committee is presently concerned. If the members of the committee wish to debate it further I would suggest that the steering committee take your request under consideration and report to the next meeting.

(Translation)

Mr. ALLARD: Mr. Chairman, I understand that we frequently refer to the specific case of "Seven Days" and we have done this since the outset of sitting but it might be interesting to see equally how private stations handle their producers, their hosts and then we would be able to see exactly how the administration of the CBC compares with administration insofar as hosts are concerned in private radio and television stations. I think we might find some point of comparison and see what would be the best standards, whether there are weaknesses here and there in the other system, we may examine it at this stage. I put some questions in regard to the White Book in the House, the White Paper, perhaps we will have the White Paper only at the end of June, we will probably stand adjourned, we don't know till when, perhaps to the 15th of October—

(English)

The VICE-CHAIRMAN: Well, I now see why you feel that this might be relevant. I would suggest that your request be considered by the Steering Committee and we will report at the next meeting. Thank you.

Mr. BRAND: There is one other point, Mr. Chairman. All members of the committee, I presume, have received this public statement by the Association of Television Producers and Directors to the Parliamentary Committee on Broadcasting.

The VICE-CHAIRMAN: Yes. The Steering Committee arranged for its distribution to members.

Mr. BRAND: Fine. Has this been tabled then as part of the evidence?

The VICE-CHAIRMAN: No it has not. If you wish to make a motion it may be.

Mr. BRAND: I would like to move that it be tabled as part of the evidence.

The VICE-CHAIRMAN: You move that it be tabled and, I presume, that it be made an appendix to today's proceedings?

Mr. BRAND: Yes.

The VICE-CHAIRMAN: Is there a seconder?

Mr. COWAN: Both parts? There were two parts laid on my desk.

The VICE-CHAIRMAN: We have only had one.

Mr. COWAN: Which one are you talking about?

The VICE-CHAIRMAN: We have had only one statement.

Mr. BRAND: I am referring to the public statement by the Association of Television Producers and Directors in Toronto to the Parliamentary Committee on Broadcasting.

The VICE-CHAIRMAN: Mr. Cowan is referring to a different statement. That is from Mr. Leiterman. Mr. Brand made the motion. Who is the seconder?



Mr. SHERMAN: I second the motion.

The VICE-CHAIRMAN: It has been moved and seconded that a public statement by the Association of Television Producers and Directors, Toronto, to the Parliamentary Committee on Broadcasting dated at Toronto, May 30th, 1966 be tabled and appended to today's proceedings.

Motion agreed to.

Mr. JOHNSTON: This has to do with the report of Mr. Keate. I was wondering whether there has been a similar statement from the management presented to the committee or is one likely to be presented to the committee. If so, will it necessitate our meeting again after today in order to receive the complementary statement from the other side. We seem to be involved in a war of press statements and public statements.

The VICE-CHAIRMAN: There was a statement issued by the Board of Directors following last Friday's meeting which I would assume is management's reply to the Board's reply to the Keate report. If you wish to move a motion that it also be tabled and appended to the record I would be happy to entertain such a motion.

Mr. JOHNSTON: Yes, in the interests of a complete record I would move that we append the management reply to the Keate report.

The VICE-CHAIRMAN: I would prefer you called it the Board of Director's statement of Friday last.

Mr. JOHNSTON: Fine, I will accept the re-wording.

The VICE-CHAIRMAN: Is there a seconder for that?

Mr. LEWIS: I will second the motion.

Motion agreed to.

Mr. LEWIS: Do we have copies of the last statement?

The VICE-CHAIRMAN: No we do not. I have one in my office which I obtained in the Press Gallery. I am sure I could obtain one from the Corporation. I will see that a copy is obtained from the Corporation and tabled.

Mr. LEWIS: Well, if you have a copy that will be enough for reproduction purposes.

Mr. COWAN: Mr. Chairman, how can I get this into the record then?

The VICE-CHAIRMAN: Well, you are free to make a motion.

Mr. COWAN: I do not know how to describe it. It was just laid on my desk. It is not signed by anybody or anything.

Mr. LEWIS: It is hardly evidence.

Mr. COWAN: You said you knew it though. The Chairman mentioned a name in connection with it shall I use his name?

The VICE-CHAIRMAN: If you wish to make a motion with regard to certain unnamed questions and answers you are free to do so, Mr. Cowan.

Mr. COWAN: Well, if that is the only way to get it in the record so it can be discussed—I think it is vile—I will move that a statement entitled Answers to Some Current Questions About Seven Days from Douglas Leiterman, its executive producer, May, 30, 1966 be filed with the records of the committee.

The VICE-CHAIRMAN: Is there a seconder for Mr. Cowan's motion?

Mr. STANBURY: As one member of the committee I cannot imagine the Committee agreeing to table something of which we have no knowledge.

Mr. STAFFORD: I received one too.

The VICE-CHAIRMAN: Order, please.

Mr. STANBURY: I am not aware of having received it and unless we are going to pass it around and chat over it for a few minutes instead of getting on with business I suggest that the Steering Committee take it under consideration.

Mr. LEWIS: Mr. Chairman, it would seem to me that if Mr. Leiterman wanted to send the committee anything he would have sent it.

The VICE-CHAIRMAN: I take it that Mr. Stanbury has moved a motion that it be referred to the Steering Committee. Is there a seconder for that motion?

Mr. MACDONALD (*Prince*): I second the motion.

The VICE-CHAIRMAN: All those in favour? Those opposed?

Motion agreed to.

Could I have a show of hands on the first motion, that the series of questions and answers be referred to the Steering Committee. Those in favour? Those opposed?

Mr. STAFFORD: I thought there was another motion first?

The VICE-CHAIRMAN: The motion to refer has precedence.

Mr. STAFFORD: Did not Mr. Cowan make a motion?

Mr. COWAN: Will you be getting a copy from the Press Gallery too.

The VICE-CHAIRMAN: A copy arrived on my desk too, Mr. Cowan.

Mr. STAFFORD: I understand everyone got a copy. Just because Mr. Stanbury did not read his mail—

The VICE-CHAIRMAN: If there is no further business I will call Mr. Ouimet back to the table.

The first name on my list to continue the examination of the President Mr. Lewis.

Mr. LEWIS: Mr. Chairman, I would like to preface my questions by saying to Mr. Ouimet that I have read and re-read his statement of the other day, his second statement to the committee, and without intending any offence I want to make clear to him that in my view his statement was a mis-reading if not misrepresentation of the evidence given by Mr. Haggan, Mr. Leiterman and Mr. Thibault. I regret it very much that the quotations which he cited from Mr. Thibault were clearly out of context, in my opinion, and I suggest to him that the issue which those gentlemen placed before this committee was not that

question of certain editorial policy so much as the question of management handling of certain situations. I regret that his statement was such a mis-reading of evidence because it seems to me the situation is not helped when the President lends himself to that kind of thing.

Mr. JOHNSTON: It would seem to me, if this were the true situation, that Mr. Lewis is of sufficient ability to elicit this by his questioning of the President of the CBC rather than giving us this very long and obviously very prejudiced statement.

Mr. LEWIS: I would suggest that my friend not be so thin-skinned. It was not long and I merely made a statement to indicate the framework within which my few questions, which I can ask Mr. Ouimet in the time that all of us have available, will be directed.

I want to ask Mr. Ouimet, first, when he says that they decided to separate Watson and Leiterman and for Leiterman to continue to produce "Seven Days" did he take any steps or did anyone under him take any steps. Did you take any steps Mr. Ouimet or did anyone under you take any steps to ascertain whether Mr. Leiterman would be prepared to carry on "Seven Days" under those circumstances before making the decision about Mr. Watson.

Mr. OUIMET: Mr. Lewis, I think we dealt with this before and I will repeat that this plan was discussed with the top elements of the line involved and whether it was passed on from Mr. Haggan and Mr. Gauntlett to Mr. Leiterman, I do not know.

Mr. LEWIS: But, Mr. Ouimet, this is not the situation that resulted. You told us that top management, Mr. Walker, Captain Briggs, you, all of you were involved in the decision that Watson had to get off as host. You decided that Leiterman would remain because you said he was an excellent producer. Either one of them might have gone or remained, if I remember you correctly. You decided that Leiterman was to remain to produce "Seven Days". It seems to me that an elementary thought which would have occurred to a chief executive in such a situation would be to ensure that Mr. Leiterman would in fact be willing to carry on if you decided to take Watson off. Did you take any steps to ascertain that simple fact before you took action against Watson?

Mr. OUIMET: By the way, we did not take action against Watson. We made the decision that we would start the next year in that manner and then we asked the people responsible to endeavour to put this decision into effect. In the process of putting it into effect the thing exploded. But I do not know how far down the line it went.

Mr. LEWIS: Mr. Ouimet I must have been attending an entirely different hearing from the one you have been attending. As I recall the facts, and you correct me if I am wrong, in February some time discussions were had with Mr. Hogg and Mr. Haggan. Mr. Hogg and Mr. Haggan informed Mr. Walker, and whoever else discussed it with them, that they thought it unwise to take any steps and they wanted to consider it before the season ended or before it was close to the end of the season. Those are the facts, Mr. Ouimet; you look through the record. Then on April 6 Mr. Walker had this man to man talk with Mr. Watson and informed him that he had to leave "Seven Days". I am asking



you, and you can ascertain from Mr. Walker if you like, whether any attempt was made to find out from Mr. Leiterman whether if Watson went he was prepared to carry on as you intended him to do.

Mr. OUIMET: Yes, I think that Mr. Walker has testified, and he certainly has told me, that he had been trying to ascertain this for some time.

Mr. LEWIS: He told you, Mr. Ouimet. I may be wrong of course; my memory may be wrong. He certainly did not tell us. All he told us was that he spoke to Leiterman and Watson around that date, April 6, and he told Watson that he had to go; and later he spoke to Leiterman as well with respect to LaPierre. You say now that you made some effort to find out whether Leiterman would continue "Seven Days"?

Mr. OUIMET: Mr. Walker was trying to get an answer to that very question and had been trying for some time.

Mr. LEWIS: Did he get an answer? Did Mr. Leiterman assure him or you that he was prepared to carry on without Watson?

Mr. OUIMET: Mr. Walker was not able to get this assurance before the thing broke in the press.

Mr. LEWIS: Why do you say before the thing broke in the press, Mr. Ouimet. I am interested to know did he get that assurance before April 6 when he saw Mr. Watson and told him what was going to happen? You see, what I am trying to ascertain is this. You say, and I am sure sincerely, that you want "Seven Days" to carry on, that you intended Douglas Leiterman to produce it and that you decided Douglas Leiterman is to be the one to produce it but that Watson was to go. Now I want to know did you take any steps to make sure that, in fact, Leiterman would produce it if Watson was let go. The answer is no, is it not?

Mr. OUIMET: No, the answer is not no.

Mr. LEWIS: But you did not get any such assurance from Leiterman.

Mr. OUIMET: I think we should refer back to the whole testimony at the beginning of these hearings. We are going back over the whole thing. The answer to your question is, no.

Mr. LEWIS: The answer is "no", to my question.

Mr. OUIMET: I do not remember how you phrased it actually. I said the answer is "no"; it is not no.

Mr. LEWIS: Did you, in fact, get any assurance from Leiterman that he would be prepared to continue producing the program?

Mr. OUIMET: I did not get any assurance myself but Mr. Walker was trying to get that assurance through the line.

Mr. LEWIS: Mr. Walker's testimony is there, but you did not know that any such assurance had been received?

Mr. OUIMET: No, and I would not have received it until the operation had been completed. That is why I say what interrupted it was the eruption of the whole thing in the press.



Mr. LEWIS: Before Mr. Walker saw Mr. Watson on April 6 did he come and say to you that he intended once and for all to settle this matter with Mr. Watson?

Mr. OUMET: No, not at all. Mr. Walker was to meet Mr. Watson about the other proposal which was the Quarterly Report.

Mr. LEWIS: Has a budget been established for the Quarterly Report?

Mr. OUMET: The budget has not been established for the Quarterly Report yet.

Mr. LEWIS: Have any other details been worked out with respect to the Quarterly Report?

Mr. OUMET: We have been trying very hard to get the details worked out for the Quarterly Report but we have not got them from the supervisors yet.

Mr. LEWIS: The other day when you were here I asked you about the renewal of contracts for some of the "Seven Days" employees or producers or directors or whoever they are. A question was asked on the floor of the House about it and I understand that Mr. Leiterman, expecting to go on with "Seven Days", placed before the relevant supervisor a request for the renewal of contracts of—correct me if I am wrong—Jim Carney, Beryl Fox, Brian Nowlan, Peter Pearson, Larry Zolf, Gabriel Michaelades, and Alexander Brown, seven producer-directors, story editors and researcher and that management refused to renew their contracts for a year but was prepared to renew them only for four months until October. Is that so?

Mr. OUMET: I would not know about the exact names but I have checked into the question of contracts in view of the notice you gave at the last meeting. It is correct that Leiterman made recommendations for a number of renewals and it is correct that management has not agreed to the extension of these contracts for a period of a year and we do not propose to do so. I think you will agree that we would be very unwise if we did until we know for sure whether we are going to be able to produce "Seven Days" next year. There was a question about this—I don't know whether you were here; I was just checking the "blues" which I got this afternoon about my last appearance—and Mr. Mackasey asked me about this and he said, "Do you think this program is lost? You say that you are working so delicately not to lose the program; do you think you have lost it?" And I said, "I hope not. But this is really a question of our ability to get producers who will do it in accordance with the policies of the corporation." The situation today, which is very different from the situation we started with, is that we have had such developments that it is necessary now to review the corporation's position to reassess the feasibility of including the program in the 1966 fall schedule. The reason for this is that not only has Mr. Leiterman, the executive producer on which we were counting, challenged corporation authority by acting as Mr. Keate reported in his recent statement, as the "generalissimo of the battle," I think he called him, but also he has challenged the corporation's policies in his recent manifesto which was published in the press. These developments have compelled the Corporation to review the whole thing and this will be done as soon as possible; I hope by the end of the month. You will recall that Mr. Leiterman's views as published

recently include the contention that producers should be given the right to editorialize in controversial matters. He also contends that such procedures as the invasion of private property, the use of extra-legal means can properly be used in collecting information for CBC programs such as "Seven Days". Such views are unacceptable to the Corporation. They are contrary to Corporation policy. Consequently, as I indicated to Mr. Mackasey, it has become necessary to review the Corporation's earlier intention about "Seven Days".

● (4.30 p.m.)

Mr. LEWIS: Does that mean that what you are saying to the committee now is that you do not intend to have "Seven Days" next fall?

Mr. OUMET: Not at all. I did not say that. I am saying it is necessary to review the situation to determine whether we can, in fact, produce "Seven Days" in accordance with the policies of the Corporation. We have to study as part of the overall review the feasibility of depending on Mr. Leiterman to follow Corporation policy in view of everything that he has been saying and everything that he has been doing. These are real facts which have to be considered.

Mr. LEWIS: They are if you interpret them one way. I saw the article which you are referring to, Mr. Ouimet, and I do not read it your way at all.

Mr. OUMET: By the way—

Mr. LEWIS: That is all I wanted to tell you, that I have seen it. By the way, did you see the full manuscript.

Mr. OUMET: I have.

Mr. LEWIS: Well,—

The VICE-CHAIRMAN: Order, please.

Mr. LEWIS: The way you read it, Mr. Ouimet, is of some significance, I may tell you. Did you see a copy of that document, a full copy, or did you see it only when it was published in the *Citizen*?

Mr. OUMET: No, I have seen it now in its full text and there is no doubt about what it says. Mr. Lewis, you made a statement before you questioned me. I have not had a chance to deal with that statement and I think I should. You said I was quoting out of context. I did not.

Mr. LEWIS: May I interrupt you. I have one more question I should like to ask you and my 20 minutes are almost up. I would think it was discourteous if you did not get a chance to make your statement but if that eats up the remaining three minutes of my 20 minutes I would be rather sorry. If I may ask my question despite that—

The VICE-CHAIRMAN: I will be courteous to both of you, Mr. Lewis. Mr. Ouimet may finish his answer and make his comment and you may ask your one question provided it is not a statement.

Mr. LEWIS: Go ahead Mr. Ouimet. I am not going to take the time to argue with you, Mr. Chairman; there are more important things.

Mr. OUMET: I was going to comment on your statement and now I have lost your question.

Mr. LEWIS: Well let me go on to the next one, Mr. Ouimet. Mr. Keate reports that there was an agreement between management and the producers which you read, I am sure, and he sets it out in full at pages three and four of his report, "That no change in artists or performers will be made without full consultation with the executive producer and the producer concerned—" and that Captain Briggs agreed, according to Mr. Keate, that that had in fact been a clear understanding before this formal document. Mr. Briggs is quoted as saying "While there was no formal document we had a clear understanding along those lines, that no changes would be effected without the consent of the executive producer."

Mr. OUMET: Well, on this one I believe that Captain Briggs is writing to Mr. Keate to point out that "without the consent of the executive producer" was not what he had said.

Mr. LEWIS: Oh he is correcting. I remember someone else correcting something. But there was some such agreement as is set out in writing.

Mr. OUMET: There was a general agreement with the producers following what is called the Mario Prizak case of about six months ago, I believe—it was a year ago. It was confirmed in an unofficial way through the minutes of the producers' association which are pretty specific and deal with the question of, I think, viewing of films and programs. But generally speaking though it was our intention—

Mr. LEWIS: So at the time the action was taken with respect to Watson and LaPierre there had been an agreement in effect, according to Captain Briggs, that it would not be done the way it was done; in view of that, Mr. Ouimet, would you not—and I ask you this very seriously—consider, in order to save "Seven Days", which is what you want to do, the possibility of submitting to arbitration, as the producers request in their submission, the Watson-LaPierre business and both sides, including Mr. Leiterman and everybody else, agreeing beforehand to abide by the decision of the arbitrator, whatever it might be.

Mr. OUMET: I think, Mr. Lewis, it would be a very dangerous precedent for the Corporation to submit to outside arbitration by people or persons who have no responsibility whatsoever for the conduct of the affairs of the Corporation on anything else than questions of mechanics and so on. In this particular case this is a decision with respect to a program. It is a program decision. The voice of who is going to be host on a program is not a matter that the Corporation wishes to submit to arbitration, or any other program matter. I think if we did this we would simply be delegating to others who have no responsibility whatsoever to act for us.

Mr. LEWIS: I did not ask you to present that to arbitration, Mr. Ouimet. You had an agreement which Captain Briggs admits was in existence even though it was not formalized by signature—an understanding, an agreement which you say was there—you just said so a few minutes ago, and I am not giving the precise terms of it because neither you nor I know exactly what it was, but it is the minutes of the producers' association which we have asked for and not received. I am asking you whether in view of the fact there was at the time an agreement—



Mr. COWAN: Without a signature did you say?

Mr. LEWIS: Just a moment, Mr. Cowan. There was at the time a agreement between the parties as to the way in which a certain thing was to be done. In view of the submission of the producers, the danger that "Seven Days" has gone by the board, all of these and the seriousness of the whole matter, there is a possibility of clearing it all up and starting over again with the restoration of confidence and the resumption of a good many other things—at least the taking of a first step toward restoration of confidence, would you not agree that the producers' request might be granted and the matter on the basis of the understanding between the parties be submitted to arbitration?

Mr. OUMET: No, sir.

Mr. STAFFORD: Mr. Oumet, I noticed two questions on the order paper dated May 27. I have a page out of June 1st, last Wednesday, in which the first question, No. 1,565 by Mr. Prittie, in essence requests a number of letters and telegrams received by the office of the Prime Minister since April 15 with regard to "Seven Days"; how many criticized management and how many supported management. The second part of the question asks for the number of petitions received criticizing management with the number of signatures; and the third part of the question asks for the number of petitions received supporting management and the number of signatures. I have not seen the answer but I heard that it was tabled on Monday, and that it would indicate a heavy, spontaneous public reaction to the non-renewal of the contracts of Messrs LaPierre and Watson. Do you feel that the public reaction for the non-renewal of these contracts was spontaneous or was it carefully planned.

Mr. LEWIS: Against the non-renewal.

Mr. OUMET: I think it is a question you know, of your definition. I think everybody knows that there were committees organized to stimulate the reaction. Now if you call this a campaign, this is a campaign.

Mr. STAFFORD: I have a number of newspaper clippings here, just a few of them, in fact, concerning this matter. Some of these I would like to review briefly with you. I feel this way the long answers which you sometimes give might give me an opportunity to cover more ground. If any of the quotations which I read to you are incorrect will you kindly point out to the committee the incorrectness of them.

The first one I have here is a news release of April 18, 1966 from the Ottawa Citizens to Save "Seven Days" National Committee, the Chairman, William Kilborn of York University, where, among other things he says:

We urge every interested person to phone or wire CBC President Alphonse Ouimet and to contact his M.P. and to express his protest in any way he sees fit.

Further on it says:

An ad hoc Ottawa Citizens to Save "Seven Days" Committee is being formed. A march is being held outside the offices of the CBC starting at 10 a.m. today, April 18, to show public support for the rights of the producers who are negotiating today with the CBC management and to show support for the program "This Hour Has Seven Days".



Mr. OUIMET: The marchers were there.

Mr. STAFFORD: Now the next item from the *Globe and Mail* of April 18, 1966. I will just read a few lines of it. It is headed Protest Inundates CBC Over Seven Days Firing:

Yesterday evening a picket line formed outside the CBC studios on Jarvis Street. Across the street in a hotel room a press conference was called by William Kilborn who said he represented a very informal committee of citizens formed to express concern over the apparent interference with creative freedom. Mr. Kilborn said his committee, The Committee to Save "Seven Days" and the integrity of the CBC was urging everyone concerned about the situation to call, write or send telegrams to their Members of Parliament or to the President of the CBC, J. Alphonse Ouimet. Mr. Kilborn said the committee had been set up on Saturday and by Sunday afternoon 600 telephone calls of support had been received and about 500 had been made. Mr. Kilborn said he already had about 1,000 names in committees which had been set up in every province.

It finally ends up down at the bottom:

Mr. COWAN: Set up by whom?

Mr. STAFFORD: The same individual, Mr. Kilborn.

Mr. COWAN: It was not spontaneous.

Mr. STAFFORD: The article goes on:

Mr. LaPierre was also accused of making his personal opinions known on the air. He replied that he was guilty and proud of it.

Did you know about that article?

Mr. OUIMET: Yes.

Mr. STAFFORD: Now another article in the *Globe and Mail* on April 19 ends up this way:

The Committee to Save "Seven Days" and the integrity of the CBC claimed that more than 3,000 telegrams have been sent to either the CBC or Members of Parliament.

So we can see that it is getting larger even though it is only April 19; is that correct, Mr. Ouimet?

Mr. OUIMET: We got a lot of telegrams.

Mr. STAFFORD: Now, did you see some of the ads which were put in papers across Canada? Did you see some of these ads?

Mr. OUIMET: Yes.

Mr. STAFFORD: I have not seen many of them but did you see the one in the *Winnipeg Free Press* of April 23, 1966 which reads in bold letters:

**Help Save Seven Days**

To express your concern and to retain this program with hosts Watson and LaPierre write your Member of Parliament, House of Com-

mons, Ottawa or Mr. J. R. Findlay, CBC, Box 160, Winnipeg, Manitoba Citizens Committee to Save Seven Days.

Mr. STANBURY: Who paid the rent on the post office box?

Mr. STAFFORD: I was going to ask that, but I want short answers because I have a lot of questions. What about that question asked by Mr. Stanbury? Why would it have an obvious request for signatures, petitions and letters and telegrams and to write the CBC Box 160. Does the post office make a practice of putting the CBC box in the name of a private citizen?

Mr. OUIMET: I do not know.

Mr. STAFFORD: And then another article from the *Winnipeg Tribune* dated April 25, 1966. Among many things it says:

Asking for full mobilization of the academic mafia, newspapermen lawyers and businessmen. The academics had to be rounded up to give the thing the right tone, real class, something to spook those plow jockeys in Parliament.

The phone drive to mobilize the academics is only part of the show. More tone was needed than anything the professors could supply.

Mr. LEWIS: Are you asking Mr. Ouimet about that?

Mr. STAFFORD: I am asking about the correctness of this.

Mr. LEWIS: Who wrote it?

Mr. STAFFORD: It is by R. W. Queen-Hughes. I will get to that in a minute.

The VICE-CHAIRMAN: Mr. Stafford, if you are putting into the record newspaper clippings you must identify the writer first.

Mr. STAFFORD: I did, I started off by saying I am reading another one from the *Winnipeg Tribune* of April 25, 1966 headed Instant Popular Uprising.

Mr. LEWIS: Written by whom?

Mr. STAFFORD: Written by R. W. Queen-Hughes.

Mr. SHERMAN: I might say Mr. Chairman, that he serves in the capacity of Associate Editor.

Mr. STAFFORD: Where I left off before the article goes on to say:

The really big campaign started on Thursday afternoon. At least it did here in Winnipeg when I had a phone call from a well-known newspaper editor in Montreal: Do you think you could round up a dozen solid citizens to support some of us here in Montreal and Toronto to help save the CBC.

Then it goes on to tell about the phone calls back and forth.

Mr. COWAN: Did he identify the plow jockeys he referred to?

Mr. STAFFORD: I could.

Mr. COWAN: I asked if he did.

Mr. STAFFORD: Now another article from the *Winnipeg Tribune*, an editorial called Into Perspective dated Monday, May 9, 1966.

Mr. LEWIS: Is that a signed article?

Mr. STAFFORD: I take it that the *Winnipeg Tribune* is a reliable paper.

Mr. LEWIS: Well is this a signed article. I am not questioning the paper.

Mr. STAFFORD: It is an editorial in the *Winnipeg Tribune* dated Monday, May 9, 1966. If there are many more interruptions I will be asking the chairman for more time.

For a few weeks—

Mr. STANBURY: You should be asking for answers, do you not think?

Mr. STAFFORD: I am asking Mr. Ouimet to point out any inconsistencies if he hears any, out of these articles which we have all read.

Mr. LEWIS: There have not been any yet.

The VICE-CHAIRMAN: Mr. Fairweather, on a point of order.

Mr. FAIRWEATHER: Mr. Ouimet's silence should not be taken as agreeing or disagreeing with this strange serious of articles, should it?

Mr. OUMET: I have been asked to indicate if there was anything in those articles which I thought was not true.

Mr. STAFFORD: Have you heard anything yet that you feel is not true?

Mr. OUMET: Not yet.

Mr. LEWIS: Including that something about jockeys?

Mr. OUMET: That was incidental, I am sure.

Mr. STAFFORD: Mr. Fairweather will keep reminding you through my questions, Mr. Ouimet. Now reading on in this article in the *Winnipeg Tribune*:

For a few weeks the "Seven Days" controversy was a one-sided affair. The professionally angry young men of the program were issuing statements and defiance in a steady stream. Their alert clique had telephone and telegraph wires sizzling as protest and support was organized in academic and cultural circles. They worked hard to sell the idea that creativity and freedom of expression were in mortal danger of the CBC.

Did you read that?

Mr. OUMET: No.

Mr. STAFFORD: Anything wrong with that?

Mr. OUMET: No.

Mr. STAFFORD: Now in St. Thomas, the place I come from in Elgin county, I notice here in the paper of Thursday, May 12, 1966 a whole ad with a big "7" across it. I take it they were not playing dice because it says in the ad:

A plea to you the people of Canada to tell the CBC directly how you feel about the firing of Patrick Watson and Laurier LaPierre co-hosts of

This Hour Has Seven Days.

And in the bottom righthand corner, in case people would not write, there was a nice easy form to fill out, designed in such a way that you could go back to the first paragraph of instructions which reads:

We the people and co-owners of CBC feel the firing implies a restraint of a sacred right of Canadians to inquire, to expose, to express frank opinion concerning vital, social and political issues.

Did you see that little one-page ad in the *Time Journal*?

Mr. OUIMET: Yes, and we received a number of coupons.

Mr. STAFFORD: And did you see later on on May 21, on a Saturday, this time down to a three-quarter page ad in the *Time Journal* where it gave the number of answers they got. Did you know that there were telephone requests?

Mr. OUIMET: I did not see that.

Mr. STAFFORD: Did you know that there were telephone requests accompanying this ad trying to get people to answer?

Mr. OUIMET: That I did know.

Mr. STAFFORD: Do you know what the circulation of the *Time Journal* would be in a county like Elgin county?

Mr. OUIMET: I have no idea.

Mr. STAFFORD: Well, 383 people said yes and it was about 383 to 24 against the CBC.

Mr. LEWIS: I am sorry, Mr. Stafford, but I did not quite follow you. Three hundred and eighty-three people said yes to what?

Mr. STAFFORD: I just started to point out how they asked you to read them, and they even took the coupon to an accountant to make sure it was done right.

I feel the firing of Watson and LaPierre indicates a potentially dangerous threat to freedom of speech.

Three hundred and eight-three people said yes.

I do not feel—

There were 24.

Just to indicate, Mr. Ouimet, what a concerted program will do, is it correct that it usually brings out the people who are against rather than for?

Mr. OUIMET: Generally speaking the audience mail we get tends to bring out the people who are annoyed rather than the people who are pleased. It is a fairly consistent phenomenon.

Mr. STAFFORD: Now my questions are divided into three parts. I have only one more question in part one of my series of questions, and I will be asking for more 20 minute periods. But reading out of the *Toronto Telegram* of May 14, 1966 for my final recitation here an article by Jeremy Brown. It goes on to say near the end of the article, speaking about Robert Hoyt, one of the two senior producers of "Seven Days":

Hoyt has a private telephone number at "Seven Days" that for the first three weeks of the crisis appeared to be manned 24 hours a day.



Cards were kept on each key member of the team so the woman answering the hot line could find anyone within hours. It is no coincidence that the Citizens Committee to Save "Seven Days" wound up by using the same room at the Four Seasons Motel that Leiterman, Watson and Hoyt used as headquarters during the first frantic days. In fact one caller two weeks after the hassle broke out found Leiterman answering the "Seven Days" Committee phone.

Is it correct that the Four Seasons Motel is opposite the CBC studios?

Mr. OUIMET: Right. It is.

Mr. STAFFORD: Did the CBC pay for this phone bill that apparently was tied to telephone people all over Canada?

Mr. OUIMET: I hope not.

Mr. STAFFORD: Could you find out—

Mr. LEWIS: Did you say that there was a Four Seasons Motel office in the CBC?

Mr. STAFFORD: Opposite.

Mr. LEWIS: Oh, I am sorry.

Mr. STAFFORD: Could you let us know if the phone bill increased after this piece in the *Globe and Mail* of April 15.

Mr. OUIMET: I have not checked that point.

Mr. STAFFORD: Would you check it?

Mr. OUIMET: We can.

Mr. STAFFORD: I have another set of questions. Have I time?

The VICE-CHAIRMAN: You have six minutes.

Mr. STAFFORD: Now the next thing I would like to point out are certain items in the newspaper which stress some of the damaging statements of the CBC made by Mr. LaPierre, not only before this article on April 15 but after as well. We have already heard much talk about the Winnipeg speech and what he said on other occasions, but referring to the article in *Maclean's* magazine one month and ten days before this article, on March 5, 1966 I would also like to read part of this article, and would you point out if there are any inaccuracies that you know of. From *Maclean's* of March 5, 1966:

And if "Seven Days" lasts another year one of them may change. Laurier LaPierre 36-year-old Associate Professor of History at McGill University says: I don't think I could last in "Seven Days" much longer. This year the show doesn't seem to care as much. It is falling into the same trap as all CBC public affairs shows. Its losing concern with matters of real social consequence.

Did you see that article?

Mr. OUIMET: Oh, I read it, yes.

Mr. STAFFORD: Did you take it up with Mr. LaPierre this month and ten days before this crisis arose and ask him how he could work for a corporation and still say things like that?

Mr. OUIMET: I did not take it up.

Mr. STAFFORD: Did anybody take it up?

Mr. OUIMET: I do not think so.

Mr. STAFFORD: If you were running a private business like GM or IBM, that Mr. Leiterman complained bitterly that you compared the CBC with, would you tolerate such comments from an employee?

Mr. OUIMET: I am afraid I could not.

Mr. STAFFORD: And is it also correct that after April 15, 1966 that Mr. LaPierre travelled all across Canada, westbound, Montreal, Ottawa, Winnipeg, Deep River, Vancouver and gave speeches which strongly criticized the CBC.

Mr. OUIMET: I know that he did some travelling but I do not know where he went. He was on his own.

Mr. STAFFORD: Well, I will read you just a few extracts from the many I have here. In the *Montreal Star* of April 18, 1966:

Dismissal Upsets LaPierre

Apparently this was in Westmount on April 17. He said:

I do not know what management is up to, but it has too much power for anyone to hold, and I can not foresee any let-up as long as these men are in power.

Did you see that?

Mr. OUIMET: I am not sure I saw this.

Mr. STAFFORD: And then there is another article in the *Montreal Star* of April 19, 1966 where he spoke to a large group of reporters on April 18 in Montreal. And then a press conference in Montreal on April 19, a speech in Ottawa at the McGill Association Alumni on April 19 where he criticized the CBC.

Mr. LaPierre delivered a sometimes light, sometimes vitriolic attack on the networks top management at a meeting of the Ottawa chapter McGill University grads association.

Then the Ottawa news conference on April 19 by Arthur Blakely where he criticized the CBC; the *Globe and Mail* of April 21, 1966 an interview was reviewed on CKOY radio station where it was said the CBC President Alphonse Ouimet is waging a personal vendetta against him. This is all Mr. LaPierre.

The VICE-CHAIRMAN: Mr. Stafford, you have two minutes left.

Mr. STAFFORD: Well, could I just finish these few if I rush. Then a two-page statement to the press in Montreal on April 28. The headline reads:

LaPierre Blasts Ouimet

And then in Toronto a public press statement on April 28 where, among other things, he says the CBC should have fired Leiterman. In a Montreal speech to the Quebec History Teachers' Association on April 29, where one of the many things I was going to read was:

By his remarks Mr. Ouimet has demonstrated his complete ignorance of the standards of the Corporation.

And then, in the *Winnipeg Free Press*—he was then on his way out west—May 2, 1966, an interview at the airport when he described the program as a tabloid of a very fine editorial page—talking about “Seven Days”, that is.

In the *Winnipeg Tribune* of May 3, 1966 “Opinions Part of Job, LaPierre”. He gave a speech in Winnipeg on May 3 to the YMHA in which he criticized the CBC. In Deep River Ontario, he gave a speech to the Ontario Recreation Conference in which he hit out at 19th century CBC programming attitudes. He said:

In Deep River, the program *This Hour Has Seven Days* is ahead of the times but the CBC is using the 19th century attitudes and suppressing the spirit of the program, said Mr. LaPierre.

The VICE-CHAIRMAN: Mr. Stafford, I regret to inform you that your time is up.

Mr. STAFFORD: May I just refer to two more?

The VICE-CHAIRMAN: Only with the leave of the committee. Is it agreed?

Some HON. MEMBERS: Agreed.

Mr. STAFFORD: In the *Vancouver Sun*—we have now reached the other coast so I will not be much longer—May 11, 1966:

LaPierre demands fire the CBC brass where among others at a press conference he said CBC President Alphonse Ouimet and other top officials are showing a bankruptcy of leadership and have created a tremendous crisis within the Corporation.

Did you see that, Mr. Ouimet?

Mr. OUIMET: No.

Mr. STAFFORD: And then in the *Vancouver Sun* of May 12, an analysis of the speech he gave at the University of British Columbia on May 11 to the Alumni Association, in which he said, among other things:

Because of the CBC's insistence on a non-controversial approach it has failed in its most important job, helping unite Canada.

In those few newspaper clippings I have quoted on his many speeches have you noted any inconsistencies, Mr. Ouimet?

Mr. OUIMET: No; they seem to be pretty consistent.

Mr. STAFFORD: Now may I ask you this same question over again: If you were running a private business would you continue in your employ a man who had made such statements as those after the crisis started?

Mr. OUIMET: I doubt it very much.

Mr. STAFFORD: Do you think it helps the CBC to do things like that?

Mr. OUIMET: You mean in keeping employees who do such things?

Mr. STAFFORD: Yes.

Mr. OUIMET: We are ready to make concessions to keep good talent, but how far we make concessions is a question of judgment.



● (5.00 p.m.)

Mr. STAFFORD: Would you think that a person who made such comments as those had the CBC interest at heart or his own?

Mr. OUMET: I think I will let you make your own judgment.

Mr. STAFFORD: I would like to be put on the list again for my third list of questions.

Mr. FAIRWEATHER: I cannot follow the 19th century form of cross-examination, I regret.

Mr. Oumet, I am wondering whether the current views held by the Corporation on privacy and the methods used in collection of evidence, as an example, the Foster situation, might not be subject to a re-examination or a re-statement either by this committee by Parliament or by the Board. I would like to know are these fixed things or are they organic things?

Mr. OUMET: The Board feels very strongly there are certain principles which cannot be modified. For example, there is the question of using illegal or extra-legal means. Surely the Corporation, which is a creature of Parliament cannot put itself outside the law, so we cannot move from that position. We have thought about these things in terms of competitive journalism. And obviously, like our journalists, the CBC would like to be able to have scoops like everybody else; but we will not pay the price of illegality or extra-legality to get them.

Mr. FAIRWEATHER: I certainly agree that you have set down certain principles and that there are no over-riding principles on this ethic of evidence collection and publication and so on. In other words this a problem which is challenging a good deal of the world.

Mr. OUMET: I think it is a problem which has to be solved according to the conscience of the institution responsible. I know that some may be more strict than others but we think we can best serve the public interest by sticking to what we consider the paramount question, integrity in the collection of news.

Mr. FAIRWEATHER: There might be another judgment on integrity. You do not say you have the final word on integrity.

Mr. OUMET: No, there might be other opinions. The question then would be to find people who would be willing to serve under a different interpretation of the word "integrity".

Mr. FAIRWEATHER: Is the BBC part of the National Press Council in Britain?

Mr. OUMET: That I do not know.

Mr. FAIRWEATHER: Does not the Press Council in Britain set the standards for this type of thing for the nation and deal with abrogations of it?

Mr. OUMET: We could check and perhaps advise you at a later date.

Mr. FAIRWEATHER: It could be homework on my part.

Mr. OUMET: But so far as I know, the BBC does not allow any more leeway in the collection of information than we do. That is so far as I know.



Mr. FAIRWEATHER: But there are people working for the BBC itself who are challenging management in rather the same way that you yourself are challenged.

Mr. OUIMET: I understand that it is a world phenomenon.

Mr. FAIRWEATHER: So you are in a mighty company. You are not lonely?

Mr. OUIMET: No.

Mr. FAIRWEATHER: To get back to specifics, I wonder if the matter of Mr. Wilson Southam has been resolved. The evidence sometime ago was that this was subject to re-examination; what has been the determination of his case?

Mr. OUIMET: The determination has not been made finally but the review is nearly completed. We should have a decision on this very soon.

Mr. FAIRWEATHER: Does the Corporation employ a type of sounding board in Canada—I do not know what term you use—advisers letting you know their opinions on the presentations of the Corporation?

Mr. OUIMET: We have a number of advisory bodies but they are bodies which have been set up for specific areas of programming, such as schools, religious broadcasting and so on. We have, of course, our own national audience panel which gives us reports every week on our programs, and then of course, we have our Board. This is the job of our Board, which is representative of various parts of Canada. This was the original purpose in having a representative board made up of part-time members.

Mr. FAIRWEATHER: How many people are there on the national advisory panel?

Mr. OUIMET: I would say about 2700 or 2400.

Mr. FAIRWEATHER: In general what has their reaction been to the fifty weeks of programs on "Seven Days"?

Mr. OUIMET: I think, generally speaking, it has been very favourable to what we consider to be the more solid items and less favourable to those which we consider to be the weak items.

Mr. FAIRWEATHER: They are advising what you want to hear?

Mr. OUIMET: No, and I have to give you the full picture, when I say less favourable I do not want to give you the impression that the public is very unconscious, generally speaking, that a subject has been treated superficially. They may not be conscious of it. Of course, this is where the responsibility of the Corporation comes in. We have to make sure that it is treated in depth and with proper research. I was answering you in a general way.

Mr. FAIRWEATHER: How are these people selected?

Mr. OUIMET: Scientifically, on the basis of random sampling, very carefully.

Mr. FAIRWEATHER: Are these 2400 or 2700 in the employ of the Corporation or do they do it just because they are interested in broadcasting?

Mr. OUIMET: No. They are approached on the basis of a scientifically selected sample and then they are given questionnaires every week to answer.

There is a turnover which comes gradually with time. It is a fairly recent development; I think we have had it now for no more than a year, and there is a question in our mind whether in the future we should not gradually rotate it changing it to make sure that there is no pattern which settles in.

Mr. FAIRWEATHER: Is this on a pay basis? I did not have an answer to that question.

Mr. OUMET: To be frank, I am not sure of exactly how it is done; I think there is some small reward or fee for the services they render but I believe it is fairly small.

Mr. FAIRWEATHER: Did you, sir, have a conversation with John Bassett, the publisher of the *Telegram* a few days prior to the story of the youth-morality item?

Mr. OUMET: He called me to tell me this was appearing and I thanked him for letting me know because it affected the Corporation.

Mr. FAIRWEATHER: Did you give him any indication of the validity of the story?

Mr. OUMET: I was in no position to give him any comment and I did not make any comment.

Mr. FAIRWEATHER: And is it a fact that the RCMP have investigated and feel that no breach of the law took place?

Mr. OUMET: I do not remember the exact wording but we put out a statement today. I think what we said was that there was not sufficient evidence for criminal prosecution.

Mr. FAIRWEATHER: And this advice came to you from the Department of Justice?

Mr. OUMET: That is right.

Mr. FAIRWEATHER: What about producers in other centres across the country. Toronto, as usual, has been accepting a lot of comment. Are producers generally happy, across the country, or is this disaffection a Toronto phenomenon?

Mr. OUMET: I do not think I could answer this with a simple yes or no. I think it is pretty fair to say that in every location there would be some problems, some frustrations but I would be surprised if we could find a common denominator right across the country. In that sense there is certainly not a sharing of anything in common with Toronto, which is the top producer for the network. Obviously, however all our creative people would like to be able to produce more; they would like to have more money to produce with and they would like to be freer from any kind of limitations.

Mr. FAIRWEATHER: Well it was the second part I was going to develop with a few questions. Thank you, Mr. Chairman. That is all for now.

Mr. COWAN: Mr. Oumet, would you say that Toronto is the biggest producer on the networks?

Mr. OUMET: Toronto is the biggest producer for the English language networks.

Mr. COWAN: I just wanted to remind you that Mr. Ouimet said the other day that Montreal had the biggest world-wide producing offices anywhere in creation, or something like that.

Mr. OUMET: I was correct in saying networks, radio and T.V., English.

The VICE-CHAIRMAN: Mr. Johnston, you are next.

Mr. OUMET: We could, Mr. Chairman, file a copy of our announcement with regard to the RCMP investigation.

The VICE-CHAIRMAN: I believe that statement is in *Hansard*.

Mr. OUMET: It is in *Hansard*?

Mr. FAIRWEATHER: I asked that just to get it into the proceedings of this committee.

Mr. OUMET: May I give you the actual phrase which is: "The advice from justice was that there was insufficient evidence to warrant prosecution".

Mr. JOHNSTON: Mr. Ouimet, in the testimony which we had earlier from Mr. Haggan he told us that he became the general supervisor of public affairs broadcasting in 1963 and that he had joined the C.B.C. in 1958 in a, as he put it, very minor position. Did you feel his rise thus far was at all rapid or would this be a more or less normal advancement?

Mr. OUMET: I believe that it would be rapid advancement. I do not know exactly what he did at first but it is not every producer who becomes a supervisor; he is an exception.

Mr. JOHNSTON: We have also learned that the re-organization of the public affairs and the news broadcast to form the middle line of the diagram which were presented took place in 1964. Was Mr. Haggan instrumental in that re-organization?

Mr. OUMET: No, not instrumental.

Mr. JOHNSTON: Did he play any significant part in the re-organization which set up the structure that way?

Mr. OUMET: No. This was a division of duties really at a level above Mr. Haggan, so he was affected but he was not instrumental in setting it up.

Mr. JOHNSTON: Now, the two years of troubles which we have heard a great deal about date from that time.

Mr. OUMET: I believe this is just a coincidence. We have heard about "Seven Days" mainly and "Seven Days" was not the result of the re-organization.

Mr. JOHNSTON: Was "Seven Days" a consequence of Mr. Haggan's appointment as General Supervisor of Public Affairs?

Mr. OUMET: I do not believe so. I believe that the original idea was that of Watson and Leiterman.

Mr. JOHNSTON: In your statement of May 24 you referred to the campaign which has been referred to at some length and you said:

I do not know the origins or workings of these campaigns and I will not try to speculate on them.



Do you still stand by that statement?

Mr. OUMET: Yes. Frankly, there has been no time for anyone in the Corporation to look into these outside or even inside activities. We have been having a difficult time just keeping up with the minimal normal responsibilities as well as the work for the committee.

Mr. JOHNSTON: Thank you.

The VICE-CHAIRMAN: Have you completed your questions?

Mr. JOHNSTON: Yes, I have.

The VICE-CHAIRMAN: Mr. Sherman, would you proceed.

Mr. SHERMAN: Thank you, Mr. Chairman.

The VICE-CHAIRMAN: I hope Mr. Johnston's example indicates that the committee is anxious to finish this afternoon.

Mr. SHERMAN: Mr. President, what is your assessment of the general morale in the C.B.C. news department; that is, in the legitimate news department?

Mr. OUMET: I think that we have some problems to deal with in that area and we have actually put them on the shelf while we were dealing with the current crisis. However, there is a problem there and it arises out of the fact that the new journalism as it is called—at least it is new so far as television is concerned—is having its repercussions in both public affairs and in news. We do have a problem with definition of what is public affairs and what is news. Even if nothing had happened with respect to "Seven Days" and the hosts and the crisis which followed we would still have to resolve this question of delineation of exact function between the two groups.

Mr. SHERMAN: Would it be fair to say that the legitimate newsmen of the CBC, the trained newsmen, are somewhat disenchanted at the present time with perhaps the working conditions, the glamour, the acceptance and the technique and the methods employed by some of these quasi-journalists functioning in the field of public affairs programming? Would this be correct, sir?

Mr. OUMET: I think it would be fair to say that they have been disturbed yes. I do not want to make the same distinction that you do of quasi-journalists; it is two forms of journalism and we have yet to resolve that situation.

Mr. SHERMAN: Well I do not use the term quasi-journalist in any derogatory sense but for the sake of simplification in discussion I would like to have some workable term and really no term has ever been developed yet for this other type of journalist who is sort of operating on the periphery of pure news and in the area of public affairs and entertainment. That is why I used that term but I reiterate I do not mean it in any critical way.

Mr. OUMET: I should point out this is a recent development; we did not have this kind of problem three or four years ago—at least, nothing of the seriousness which we have now.

Mr. SHERMAN: Have any representations been made to you, any formal representations by news personnel?



Mr. OUIMET: Yes, and they have been kind enough to agree to delay the discussion and consideration which will be required of their presentation until we have dealt with this present situation.

Mr. SHERMAN: I read, sir, that some of the legitimate newsmen of the CBC feel that the news gathering function of the CBC has been inhibited and to a certain extent compromised by some of the techniques employed by public affairs newsmen. They have suggested that it is now extremely difficult for the CBC news department to obtain recognition and permission to go into certain areas and cover certain stories; and in fact, that some public figures both in Canada and the United States have refused CBC newsmen interviewing privileges because of the name and the image in the general news area which has unfortunately accrued as a result of some public affairs interviews. Is this a legitimate and valid complaint?

Mr. OUIMET: I believe it is a legitimate criticism. We know of certain cases of departures from the recognized ethics of journalism by others in the field; for example "Seven Days" journalism has left the Corporation in a rather difficult situation in terms of its reputation. This is one of the things we have been worried about.

Mr. SHERMAN: Would you say in your opinion the reputation of CBC news which, I think everyone would agree over its lifetime and our lifetimes as been exceedingly high, is now somewhat tarnished as a result of these events we are referring to?

Mr. OUIMET: Certainly not among people who can distinguish between what you call the hard news and the field of commentary, investigative reporting and all that. However, among others, yes, there is an effect. I do not think it is serious at this stage but I think we have to be very careful for the future.

Mr. SHERMAN: It is serious if a public official of the United States, Canada or any country for that matter refuses the CBC a news interview because he has been warned off or scared off the CBC because of a reputation which has developed, unfortunately, in another area.

Mr. OUIMET: You are absolutely right on this. This is why we cannot grant each one of our departments the privilege of working according to their own particular philosophies. This has a cross-effect on other departments as well as the Corporation as a whole. I think the integrity of the Corporation, its reputation is probably the most important thing we have, particularly in the field of information.

Mr. SHERMAN: I asked this question rather harshly in a different way a few minutes ago but I would like to ask it again, sir, more directly. Has the CBC news staff through its executive, through its spokesmen, put any pressure or attempted to put any pressure, if I may use that term, on you, to cope with this situation?

Mr. OUIMET: Yes, we have already had a meeting with representatives of the news staff of both English and French networks. There have also been many other discussions, not with me but with others in the Corporation and it is a matter which is just being solved at the moment. It is not pressure in the sense

that there have been public statements or anything like that. This has all been kept within the Corporation, the way we would like to see it, by the way, for all departments.

Mr. LEWIS: Are these discussions by supervisors or by representatives of the Guild?

Mr. OUMET: No, by supervisors and by others in the news group but not by the Guild direct so far as I am aware, not with me anyway.

Mr. SHERMAN: Do you have any ideas, not necessarily for publication at the moment, but are you optimistic that this situation can be resolved?

Mr. OUMET: I am optimistic in the sense that this must be resolved. In other words, we must over a period of time certainly determine the respective areas of responsibility of the various groups working in the field of information and we must also make sure that all groups working in that field accept policies and a code of ethics which the Corporation will determine.

Mr. SHERMAN: I have one final question, Mr. Ouimet. Would it be fair to ask you whether this situation exerted any influence on you yourself in terms of your approach to the "Seven Days" program unit and the "Seven Days" people, in other words as a result of unhappiness, unrest and disenchantment in the news department and as a result of your concern over the situation in the news department were you encouraged and persuaded to act more precipitously than you might have done with respect to "Seven Days"?

Mr. OUMET: I would say, no. The representations which we talked about from the news group had been in recent times. The discussion and concern about "Seven Days" preceded these. Although at that time there had been no representation to me and there had been no active representation to others, we knew that we had this problem to solve between the two groups. We knew that what was happening on one side of the operation in the "Seven Days" area was having an adverse effect on the morale of the other group, so you might say it was part of our consideration. But to say that it led us to act precipitously or more precipitously I do not think so.

Mr. SHERMAN: Thank you, sir.

The VICE-CHAIRMAN: Dr. Brand.

Mr. BRAND: Mr. President, I would refer, first, to the Keate report. I do not have the report with me but, if I may paraphrase, his statement was to the effect that in one area he could not obtain the co-operation of CBC management in bringing together the two groups to try to come to some sort of solution. I am curious to know why this co-operation was refused to Mr. Keate.

● (5.30 p.m.)

Mr. OUMET: I do not know whether he puts it that way but you are probably referring to the re-opening of the decision with respect to the hosts.

Mr. BRAND: That is right.

Mr. OUMET: We did not want to re-open it with Mr. Keate for the same reasons that I have explained already to you, that the matter had already been reviewed first at the management level and then reviewed again at the Board level with Mr. Haggan, and Mr. Leiterman called to present their views. We

thought that there had been no new arguments or facts brought out in the intervening time so the decision remained the same.

Mr. BRAND: Now as you are aware, we are going to bring in an interim report from this committee which I hope will be out before the Board's next meeting. I will ask you a hypothetical question—I think it is a little more than hypothetical in a sense. If, and I say if, only, this committee did recommend certain things and let us say they recommended that you keep LaPierre and Watson in the program what do you think then your stand would be? Would it be as intransigent as it is now?

Mr. OUIMET: I would have to point out—

The VICE-CHAIRMAN: I think this is a rather hypothetical question, Mr. Brand.

Mr. BRAND: May I rephrase it, Mr. Chairman?

The VICE-CHAIRMAN: Certainly.

Mr. BRAND: Would you take serious cognizance of any report which came from this committee?

Mr. OUIMET: We certainly always do take serious cognizance of all reports from Parliamentary Committees on Broadcasting but I would have to point out that this would be the first time in 30 years that a Parliamentary Committee would have ever made a recommendation with respect to a particular program and the personnel of a particular program. Usually the recommendations of Parliamentary Committees are made on the basis of broad policy, broad principles and to my knowledge never has a Committee dealt with a specific question such as this.

Mr. BRAND: Are you saying sir that we should not make such a recommendation?

Mr. OUIMET: I am just making the observation.

Mr. BRAND: I believe that it said in the Keate report in respect of his conversations with the group that management said they would be prepared to use LaPierre in some other form in the CBC. Would you agree to this?

Mr. OUIMET: Right.

Mr. BRAND: Despite his intemperate statements since that time?

Mr. OUIMET: I will probably disappoint one of your colleagues in saying his, but yes. Mr. LaPierre is a performer, I think of good talent.

Mr. BRAND: While we are on that subject, I believe in answer to Mr. Stafford you said you would be willing to make as many concessions as possible to keep the best people.

Mr. OUIMET: As long as it does not jeopardize the continued existence of the Corporation in terms of its established policies and so on.

Mr. BRAND: Well I understand from your answers to me the other day that you were going to change some of these policies, particularly the permanent program personality. You indicated to me that you would be doing away with



this so I was wondering what concessions you would be prepared to make? How far would you go?

Mr. OUIMET: In what respect, sir?

Mr. BRAND: In respect to saying that as many concessions as possible would be made to keep your best people.

Mr. OUIMET: I have already indicated, I think, in answer to you and in answer to Mr. Stafford that many of the actions which would not be tolerated, for example, in a private company we will tolerate in order to keep particularly talented staff.

Mr. BRAND: I refer to Leiterman, Watson and Southam, for example, in respect of the concessions.

Mr. OUIMET: Well in the case of Southam I told you we are reviewing his case.

Mr. BRAND: Yes. I will leave him off. Let us try the other two.

Mr. OUIMET: So far as Watson is concerned we have always indicated that we wanted him to do an important program. We have not been able to make as much progress with respect to the planning of this program as we have wanted to but we are still thinking of that very much. There are also other things. He is a good producer and he could work on documentaries.

Mr. BRAND: Is this also true of Mr. Haggan?

Mr. OUIMET: In the case of Mr. Haggan, the last time we discussed it you will recall I said the whole situation would have to be reviewed and, frankly, we have not done anything since that time.

Mr. BRAND: Reference was made to audience reaction polls or whatever you call them at the CBC. We have had many references to the program containing the Pope skit; is it not true that your audience reaction polls at that time showed the highest listening audience of any program in that particular series?

Mr. OUIMET: That day, because if I remember correctly, this was the day we had a particularly interesting human story. I think it was Mr. Grant's story, one of the civil servants in the far north and that story got the highest appreciation index that we had had up to that point. But the appreciation to the program was not high because of the Pope's skit because that was the one item that had the lowest rating.

Mr. BRAND: That brings me to another point then. In your audience reaction or research do you break down into solid and other items the comments of the people, or are you basing this on the protesting—I think you used that word—groups who write in?

Mr. OUIMET: No, actually we do not develop appreciation indices for each element in the program.

Mr. BRAND: Then how do you know about them?

Mr. OUIMET: By the comment that they provide.

Mr. BRAND: Protesting groups, you mean?



Mr. OUIMET: Protesting or as well the other way. Some saying they like it.

An hon. MEMBER: In the diary.

Mr. BRAND: Which diary is this?

Mr. OUIMET: Well, the diary is the questionnaire which the panel answers and in the diary they make their comments on the various items.

Mr. BRAND: Then you do in actual fact break it down then?

Mr. OUIMET: Yes, we do a break down but it is not expressed in terms of an appreciation index for each item.

Mr. BRAND: You have agreed to set up a vice president in charge of public affairs, have you?

Mr. OUIMET: No, no. I think that Mr. Keate recommends that such a vice presidency be set up and he said that I had indicated some sympathy for the idea. It is one of the matters which we have to consider and at the moment, frankly, I do not know whether it should be done this way or some other way.

Mr. BRAND: I do not believe sir, unless I am wrong and missed something here, that you made any statement about the renewal of the "Seven Days" contracts. There is some question about this. Would you answer this in detail?

Mr. OUIMET: Yes. We are not renewing the contracts as usual at this time on a wholesale fashion because we have to decide first whether we have reasonable assurance that we can get "Seven Days" back. As I have explained, we are not sure that we will be able to bring it back. One thing you may be sure of is that we will have a magazine type program which will be virile and vigorous and interesting. But I am not sure that it will be exactly the "Seven Days" that you have now. I am not saying that it will not be back; that is a decision which has yet to be made.

Mr. BRAND: But, when I was talking about some of these people, producer-directors like Jim Carney, Beryl Fox, Brian Nowlan and others, you have offered them four-month contracts?

Mr. OUIMET: No, actually I think this is a matter which was discussed but I do not think there has been any recommendation on that basis except perhaps for a few of those engaged in summer work only. No, the whole question is going to be reviewed in the next few days and a decision taken; we will try, obviously, to protect the employees and ourselves, the Corporation in all cases where we have talent that can be put to work either for a "Seven Days" type program or something similar, or any other form of programming.

Mr. BRAND: You do not agree then that Mr. Gauntlett informed Mr. Chairman that the CBC would give only four month contracts rather than full year contracts, as requested by the members of the basic staff—

Mr. OUIMET: It was discussed but not a recommendation.

Mr. BRAND: Not a recommendation at all. But they would not under any circumstances give them a year's contract?

Mr. OUIMET: No, this is not right either. I hope we will be able to give a year contract to a number of them.

Mr. BRAND: They expired May 31st?

Mr. OUIMET: There were ten that expired.

Mr. LEWIS: Are they still working for you?

Mr. OUIMET: They are still working and still being paid.

Mr. LEWIS: Without a contract.

Mr. BRAND: Is it not true, sir, when we mention about being paid, that when their contracts expire these particular types are not being paid.

Mr. OUIMET: No.

Mr. BRAND: Are you intimating they are?

Mr. OUIMET: They are. Arrangements have been made for them.

Mr. BRAND: Arrangements have been made over and above the contract to continue paying them, is that right?

Mr. OUIMET: That is right.

Mr. BRAND: This is unusual then for a producer-director or a story editor?

Mr. OUIMET: No, I am informed it is not unusual and it leads up to negotiation. I know myself a number of cases where negotiations sometimes are finalized some months after the expiration of the first contract.

Mr. BRAND: Well sir, I put Mr. Watson on the spot with the question whether he wanted to be President of the CBC. I wonder whether I may take the liberty of doing the same with you on the basis of a report by Peter Newman, in which you said on November the 10th you refused to accept a short-term contract from the Prime Minister and insisted on a full 7-year contract? Is that correct?

Mr. OUIMET: Not at all.

Mr. BRAND: This is not correct?

Mr. OUIMET: There are creative people not only in the CBC.

Mr. BRAND: Thank you. I have one important point, sir, and my last one, and I would like to get this clear if I could. At all times were you associated or involved with the decisions which were made before the fact or were some of these decisions made by some of those under you such as Mr. Walker and then ratified by you?

Mr. OUIMET: I was a party to the decision of the general plan to continue with "Seven Days".

Mr. BRAND: Of agreeing. But I am thinking of perhaps—

Mr. OUIMET: But I am going to go down each step. The idea was to do it in such a way that it would comply better with the policies of the corporation, and I was a party to that. The means of achieving this by getting a new host instead of LaPierre and moving Watson to other things, I knew about that. The exact timing, the exact means of communication. I was not.

Mr. BRAND: No. Were you informed then that Mr. Walker had already issued the edict that their contracts would not be renewed and you then agreed with Mr. Walker. Is this correct? Is this what you are saying?

Mr. OUIMET: No, no; I was saying that—

Mr. BRAND: Did you suggest to Mr. Walker that he do this?

Mr. OUIMET: No, I do not remember who suggested what, but I knew before it was done.

Mr. BRAND: And you were in full accord beforehand with all these matters.

Mr. OUIMET: I was in full accord with the idea of having "Seven Days" with two new hosts.

Mr. BRAND: Thank you very much.

The VICE-CHAIRMAN: Mr. Stafford.

Mr. STAFFORD: Mr. Ouimet, when Mr. Thibault appeared before this committee he made it very obvious that he did not consider the CBC an instrument to enhance national unity. Yet the right honourable R. B. Bennett, Prime Minister of Canada in 1932, *Hansard* page 3035 in moving the second reading of the bill which first set up what is now the CBC said:

That with such control national unity is still further strengthened.

Which of these opinions do you agree with, Mr. Ouimet?

Mr. OUIMET: Well the CBC is an instrument of national purpose and the fostering of national unity in Canadian identity obviously is one of our aims. It is a matter in how it is done.

Mr. STAFFORD: I just wanted to know which one you agree with, the first or the second?

Mr. OUIMET: I agree with Mr. Bennett.

Mr. STAFFORD: Time is limited; I have a certain number of questions to ask and I will be asking you to come back tonight unless we finish. Now, in the *New York Times* of August 6, 1964 there is a brief comment which I want your brief opinion on:

The hand that rules the press, the radio, the screen and the far-spread magazine rules the country whether we like it or not. We must learn to accept it.

Do you agree with that?

Mr. OUIMET: Well, this one requires a little thought.

Mr. STAFFORD: You will be back tonight then, Mr. Ouimet, if it does.

Another similar comment from the British Broadcasting Committee of 1949 in a report to the British Parliament at pages 163 and 164, paragraph 544 where they said:

Broadcasting is the most pervasive and therefore one of the most powerful of agents for influencing men's thoughts and actions, for giving them a picture true or false of their fellows and of the world in which they live, for appealing to their intellect, their emotions and their appetites, for filling their minds with beauty or ugliness, ideas or idleness, laughter or care, love or hate.

Do you agree with that?



Mr. OUIMET: Yes.

Mr. STAFFORD: Now this committee has heard very much evidence that the programming of "Seven Days" was balanced. There have been many critical opinions of "Seven Days" and of other CBC public affairs programs in the newspapers in the past couple of years. I would like to bring just a few of these to your attention and if there are any inaccuracies would you point them out to us.

The first is an article by Dennis Braithwaite on a spitting skit, in the *Globe and Mail* of November 23, 1965:

Stan Daniels has written and performed some funny things for This Hour Has Seven Days but his monologue on the Latin American spitting incidents was unamusing, vulgar and in the context of Sunday's show and its conspicuous omissions, weak and even cowardly. Pulling the eagle's tailfeathers is a legitimate sport but integrity dictates the observance of certain rules of the game. If you are going to be a courageous satyrist it is assumed that you will strike the hardest targets, not the easiest, that you will put yourself in a position to be slapped down by authority and that most of all you will be on the side of natural justice. The "Seven Days" skit failed every one of these tests.

Did you read that Mr. Ouimet?

Mr. OUIMET: I believe I did.

Mr. STAFFORD: Now from the *Vancouver Province*?

Mr. LEWIS: Well, so what?

Mr. STAFFORD: I am getting to it. I am reading you a series of articles.

Mr. OUIMET: Let me say I agree with the verdict.

Mr. STAFFORD: I am going to read you a series of articles—

Mr. JOHNSTON: Mr. Chairman, we have listened to all sorts of questions. We have listened to Mr. Lewis' tirade against the President. We have had to sit through a tremendous amount of questionable material so far.

Mr. LEWIS: Do you want me to rise on a question of privilege? You describe your own statement.

The VICE-CHAIRMAN: Order, please.

Mr. JOHNSTON: I cannot see why the questioning of the witness at the present time cannot be carried on without constant interruptions.

Mr. FAIRWEATHER: They are not questions.

Mr. STAFFORD: They are questions. I pointed out I am going to ask this witness certain questions on editorial policy and comment by other newspapermen that "Seven Days" is anti-American. I am going to read him certain of these editorials and when I finish this group I will ask the question. If you do not understand I will repeat it.

The VICE-CHAIRMAN: Well, Mr. Stafford, I am of course in the hands of the committee but I have great difficulty in seeing the real relevance of reading into



to record the remarks of television reviewers across Canada. We are well able to read the papers and read the reviews.

Mr. STAFFORD: Well, apparently, Mr. Chairman, they have not been read very well because the comments I have heard here so far have put the programs as being very balanced. Witness after witness has sat in that chair there and has pointed this out. I just want to point out to this committee that there are certain other opinions expressed by many people and I am asking for the right to present a few of these. If I was not interrupted so many times I could be finished in my 20 minutes.

Mr. STANBURY: I think it might be better if the Steering Committee considered calling Mr. Stafford.

Mr. STAFFORD: I had quite a pile and I have just a few left, and I ask the right to read these in and ask Mr. Ouimet whether or not these opinions are valid and whether writers like Mr. Braithwaite are expressing what could be a valid opinion of balancing of the program, "Seven Days". That is what I am trying to get at and to my way of thinking this is a lot more relevant than dozens of hours we have spent here listening to questions which I could not consider had any relevancy, and Mr. Chairman you sat there listening to me.

The VICE-CHAIRMAN: Well, Mr. Stafford, it would seem to me far more relevant to ask the president whether the program is balanced or not.

Mr. STAFFORD: I am asking the president whether these are valid statements.

The VICE-CHAIRMAN: Apparently you have the permission of the committee to continue, Mr. Stafford.

Mr. STAFFORD: In the Vancouver *Province* of May 4, 1965 an editorial on This Hour Has Seven Days program where it interviewed McGeorge Bundy.

The reporters rudely asked loaded questions seemingly based on scribblings of anti-American demonstration placards. They entered discomfited yet still had gall enough left to suggest the Americans need more advice from Canada in Viet Nam.

The editorial ends up:

We may yet find a more significant role to play in international affairs but we won't find it through displays of arrogant ignorance.

Could there have been any grounds on which such an editorial could have been written. Do you think there are any grounds?

Mr. OUMET: Yes.

Mr. STAFFORD: I have one from *Variety* magazine of January 12 on anti-Americanism.

Mr. LEWIS: I do not know *Variety*.

Mr. STAFFORD: *Variety* magazine. Go down to a news stand and ask for information. I would ask that there be a little less interruption here in this committee. Then maybe what I am trying to read out here might make a little more sense.

Mr. LEWIS: I am not trying to disrupt Mr. Stafford. I do not know *Variety* magazine. I have not seen it. Is it a Canadian magazine or from somewhere else?

The VICE-CHAIRMAN: Well, Mr. Lewis, I think that Mr. Stafford has identified it according to the rules. It is *Variety* magazine which is easily purchased downtown. Go ahead, Mr. Stafford.

Mr. STAFFORD:

United States Secretary of State Dean Rusk has laid it on the line to Canada Broadcasting Corporation, Washington newsman James M. Minifie and Nowlton Nash over his dustup with the webs pub affairs weekly show *This Hour Has Seven Days*.

Was there room to make a comment like that, Mr. Ouimet?

Mr. OUIMET: Frankly I do not remember that case.

Mr. STAFFORD: Well in the *Edmonton Journal* of Tuesday, May 4, 1965 there was an editorial headed "Smearing Free World Leaders", another editorial on anti-Americanism by "Seven Days":

During the CBC television program *This Hour Has Seven Days*. Sunday night, viewers were urged to write to Prime Minister Pearson their opinions on U.S. policy in Viet Nam so he might relay them to Washington. What obviously was wanted, judging from the tenor of the program, was condemnation of that policy. Mr. Pearson would be better occupied in making an apology to Washington for his use of the Canadian taxpayers' money for an attack on a good neighbour, the leader of the free world, that was in large part as vicious and ignorant as it was childish and banal. Many Americans regard the CBC as an arm of the Canadian government. If any of them saw *This Hour Has Seven Days* Sunday night some of them might regard it more as an arm of the Chinese Communist party.

Is there any basis upon which that editorial could have been written?

Mr. OUIMET: I do not remember the exact program item but there have been cases where we have been worried about bias on such items in the program. However, I do not remember this particular item.

Mr. STAFFORD: Now, in the *Toronto Daily Star* of May 3, 1966, Roy Shield writes:

A skit on U.S. irresponsibility was as heavy-handed as Patrick Watson's, "Have you stopped beating your wife" questions fired at McGeorge Bundy, the U.S. Presidential adviser. Producer Watson is in danger of allowing his own political persuasion to slant this otherwise highly successful program.

Were there grounds on which that could have been written, Mr. Ouimet?

Mr. OUIMET: Yes.

Mr. STAFFORD: And also an article in the *Chicago Tribune* of February 21 1966 headed "CBC's Picture of U.S. Viet Orgy Assail, Ottawa":

The charge by John G. Diefenbaker, Conservative leader, that the government operated Canadian Broadcasting Corporation is brain-wash-

ing the Canadian people with anti-American propaganda has been endorsed in some editorial quarters. Many a Liberal and many a civil servant silently agreed with Diefenbaker that CBC program denigrate Americans who are dying in Viet Nam, Blair Fraser the dean of pro-Liberal commentators wrote in a column in *Macleans* magazine. Newspaper comment has been typified by an editorial in the Hamilton (Ontario) *Spectator* entitled "The CBC Bias" which said that it is time for the CBC management to tell its bright, young men to lay off for a while.

Were there any grounds on which that editorial could have been written, Mr. Ouimet?

Mr. OUIMET: I think this one goes too far—only in relation to "Seven Days"; this is a general thing about the bias of programming—

Mr. STAFFORD: This particular item is talking, I think, about "Seven Days". Now the member from Oxford, Mr. Nesbitt, M.P. said in *Hansard* on May 10, 1965 at page 1104:

When the CBC repeatedly day in and day out gives nothing but one-sided views in its public affairs programs and the opinions of Mr. Minifie and like-minded people in the United States, the listening audience is apt to reach a certain conclusion.

Any grounds on which that could have been said, Mr. Ouimet?

Mr. OUIMET: I do not think so. I think over the season this balances out.

Mr. STAFFORD: I was shaving the other morning and I heard Farmer Fissioning make a speech on one of the radio stations here on Preview Commentary of May 27, 1966 where among other things he said:

The CBC is after all a publicly-owned and tax-supported medium, yet it has been used increasingly to espouse moral, religious, social and political beliefs which are surely almost wholly at odds with those of a great majority of Canadians. These people are free to denigrate the established beliefs and tenets but they should not be allowed to parade their immature views as those of Canadians generally on a nationally-owned broadcasting system.

Is Farmer Tissioning usually an accurate individual who tries to portray the facts in a fair manner, Mr. Ouimet?

Mr. LEWIS: Where are the facts?

Mr. OUIMET: I do not think—

Mr. STAFFORD: His opinions.

Mr. LEWIS: That is better.

Mr. OUIMET: I would say that some of the views he has expressed coincide with some of the views we have expressed before the committee in terms of the philosophy of journalism.



Mr. STAFFORD: Now in the editorial page of the United Church Observer, going to a different topic but still considering bias on "Seven Days". This is an editorial on June 1, United Church Observer, referring to "Seven Days".

But when they did an article on religion as they frequently did there was likely to be a distortion of the bizarre.

Do you feel that is an accurate summation of some of the programs on religion, Mr. Ouimet?

Mr. OUMET: Frankly, I cannot make a general assessment of all the religious items we have dealt with on "Seven Days". I know some of them have been rather irreverent, but I would not draw any conclusion of the total effect. The one on God, I remember, was rather far-fetched.

Mr. STAFFORD: In the *Ottawa Journal* of November 10, 1965 on This Hour Has Seven Days, written by Sandy Gardiner:

A religious sketch that was topical but in bad taste is almost certain to provoke a great deal of public anger. The skit was aimed at Pope Paul who visits New York today. Religion is a very borderline thing when it is used as a foil for humour. It was pretty obvious that the "Seven Days" crew knew it would create a storm of protest.

Any grounds on which that could have been written?

Mr. OUMET: Most certainly.

Mr. STAFFORD: Now, Greg Connolly in the *Ottawa Citizen*—

The VICE-CHAIRMAN: Mr. Stafford, you have one minute.

Mr. STAFFORD: Well I am asking for another period if I have only one minute. I will be five or ten minutes but I am insisting on one more period after this is over if you feel that my time is going to be limited. I have very few questions left.

The VICE-CHAIRMAN: Well, if you have five or ten minutes left, and there is Mr. Allard on the list, I wonder if we could sit and complete Mr. Stafford and Mr. Allard, which means sitting for another fifteen or twenty minutes? Is that agreeable to the committee?

Mr. LEWIS: That would mean no further questions after that?

The VICE-CHAIRMAN: Well, that would exhaust my list and I would hope that we could then adjourn these proceedings. I am, of course, in the hands of the committee.

Mr. LEWIS: There was one question about a statement Mr. Walker quoted from Mr. Haggan about what "Seven Days" should be like, that I was going to put to Mr. Ouimet.

The VICE-CHAIRMAN: I wonder if we have the concurrence of the committee to sit and see if we can finish up now.

Mr. LEWIS: I have only that one question.

The VICE-CHAIRMAN: Is that agreed?

Some hon. MEMBERS: Agreed.



The VICE-CHAIRMAN: Go ahead, Mr. Stafford.

Mr. STAFFORD: Now, Greg Connolly in the *Ottawa Citizen* December 2, 1964, writes:—

The VICE-CHAIRMAN: I took it that it was the wish of the committee to allow Mr. Stafford to finish which would take five or eight minutes, and then Mr. Allard would proceed, followed by Mr. Lewis' question.

(6.00 p.m.)

Mr. STAFFORD: Now, I was referring to an article by Greg Connolly in the *Ottawa Citizen*, where he says:

The rather savage camera probing of Mr. Diefenbaker's countenance when he appeared last Sunday evening on an interview show. Mr. Diefenbaker's face was shown from the most unflattering angles and this tended to distract attention from what he was saying.

Do you agree there was evidence on which that statement could have been made? Or opinion for it?

Mr. OUIMET: About the unflattering angle?

Mr. STAFFORD: Yes.

Mr. OUIMET: I am not too sure about the camera angles. If I remember correctly the interviewing though was conducted wrongly.

Mr. STAFFORD: Now, Bob Blackburn in the *Toronto Telegram* of November 30, 1964; writes:

No rabid Diefenbaker fan I, but perhaps I am a little old fashioned. Anyway the spectacle of a former Prime Minister of Canada being badgered the way Mr. Diefenbaker was on a CBC interview last night made be somewhat uncomfortable.

Would that more or less confirm to your last statement?

Mr. OUIMET: This is agreed.

Mr. STAFFORD: Next is Pat Pearce in the *Montreal Star* of December 7, 1964, where he said on This Hour Has Seven Days, with regard to political interviews:

We are not particularly amused by obvious attempts to shoot a politician down in flames or cut him off short.

Did you read that?

Mr. OUIMET: Yes.

Mr. STAFFORD: Do you agree with that?

Mr. OUIMET: Agreed.

Mr. STAFFORD: Then, Mr. Moritsugu, in the *Toronto Daily Star* of December 7, 1964 referring I think to the same program:

But last night's handling of a hot seat interview with Rene Levesque was an inexcusable disgrace, advertised that the high point of the show had hit a new peak in the "Seven Days" smarty pants penchant for

immaturity and irresponsibility. What we got was another rehashing of the tired separatism business and where Rene Levesque stood on it.

Did you read that statement?

Mr. OUMET: I saw the program and the interview technique was not in accordance with what we think it should be.

Mr. STAFFORD: Roy Shields in the Toronto *Daily Star* of November 1, 1965 wrote:

Film clips of the election campaign made John Diefenbaker look terrible and Prime Minister Pearson looked like Solomon himself. Diefenbaker and his crew ended up by singing God Save the Queen while Pearson and his song "Oh Canada".

Mr. OUMET: This was the intercutting, I think.

Mr. STAFFORD: Do you agree that that is a valid opinion or comment on the so-called unbiased programs on "Seven Days" which we have heard about here from so many witnesses?

Mr. OUMET: Yes.

Mr. STAFFORD: So I take it that you even you agree that possibly we might call the "Seven Days" programs on the whole possibly even a little more than destructive?

Mr. OUMET: On the whole? There are too many negative elements in it.

Mr. STAFFORD: On Ottawa comment and the *Canadian Churchman*, the national paper of the Anglican Church of Canada of June, 1965—could this hardly be classed as a biased paper could it, Mr. Ouimet? Quoting from a regular feature, This Hour Has Seven Days, with the so-called hot seat interview:

This often is television at its worst and leaving an impression of boorish questionnaires rather than conveying any coherent views of a man being grilled.

Do you agree with that?

Mr. OUMET: Yes.

Mr. STAFFORD: That is, that there are grounds on which that comment could have been made?

Mr. OUMET: Yes.

Mr. STAFFORD: Another editorial from the *Globe and Mail* on a matter of opinion, Monday May 9, 1966, which reads as follows:

The CBC must be very afraid of presenting its own opinions for those who work in the CBC permit their own views to govern the selection and presentation of opinions, only their opinions and not the many and various opinions of the Canadian people will be selected for presentation or presented favourably. Of this discrimination the "Seven Days" people have been guilty.

Are there grounds on which that opinion could have been formed?

Mr. OUIMET: I think so.

Mr. STAFFORD: Going further down it says:

The most serious charge against the "Seven Days" people is that they usurp the airwaves of the Canadian people to express their own opinions and shape ours.

Is not that a true comment, Mr. Ouimet?

Mr. OUIMET: I think some of the "Seven Days" people have said that they thought it was quite proper for them to shape the opinion.

Mr. STAFFORD: And again by Dennis Braithwaite on Symbol of Crisis on May 9, 1966 in the *Globe and Mail* referring to Messrs. Watson and Leiterman:

Dizzy with success they have elevated the "Seven Days" concept into a revolutionary philosophy. A strange amalgam of McLuhanism, pop art, new left, new sex and pacifism combined with old fashioned nihilism for such a movement and it is a movement challenging the authority of the CBC management is perfectly natural.

Would you say there are grounds on which such an opinion as that could have been formed by Mr. Dennis Braithwaite?

Mr. OUIMET: It has certainly been a challenge of Corporation authority. However, I think that Mr. Braithwaite goes a little too far in his choice of words to describe the program.

Mr. STAFFORD: But ordinarily would you not agree that Mr. Braithwaite is fairly fair commentator?

Mr. OUIMET: Well, he is a very knowledgeable—

Mr. STAFFORD: Would you go so far as to say he has a reputation for reliable reporting?

Mr. OUIMET: His articles are very readable.

The VICE-CHAIRMAN: Just a moment, Mr. Stafford. I do not think that Mr. Dennis Braithwaite is an employee of the CBC and involved in this inquiry.

Mr. STAFFORD: I did not say he was.

The VICE-CHAIRMAN: And the President's opinion of Mr. Dennis Braithwaite is hardly material to this inquiry.

Mr. STAFFORD: But his comments on whether or not this is a fair conclusion to draw after looking at "Seven Days" for two years is, Mr. Chairman.

The VICE CHAIRMAN: Well I do not think that your witness is Dennis Braithwaite and I do not think you can qualify him as an expert by asking the President these questions.

Mr. STAFFORD: I am not trying to qualify him as an expert. I am trying to ask the witness whether or not the comments of Mr. Dennis Braithwaite are wellfounded when he said:

Dizzy with success they have elevated the "Seven Days" concept into a revolutionary philosophy. A strange amalgam of McLuhanism, pop art,

new left, new sex and pacifism combined with old fashioned nihilism for such a movement and it is a movement challenging the authority of the CBC management is perfectly natural.

Do you agree with that?

Mr. OUMET: I agree with the general direction of his comments. I think he is using rather extravagant words.

Mr. LEWIS: New sex?

Mr. STAFFORD: It is old sex dressed up. Now Philip Deane in *La Presse* on April 20, 1966, the Reason of the CBC.

And they should be quickly convinced by management that they, the producers, do not have the right to wield the ultimate power over shows. CBC producers actually say this should be so. The ultimate power which dictates the shape of the show's content, the facts, the issues should not be would-be felons who believe the country owes them large budgets for self-expression.

Looking over the "Seven Days" shows for the past two years, Mr. Oumet would you not say that that opinion expressed in Philip Deane's article in *La Presse* which I just read to you is a natural conclusion?

Mr. OUMET: There have been a number of instances, too many of them which would lead to that conclusion but there have been many others which would lead to a different conclusion.

Mr. STAFFORD: Now there have been many articles in our little newspaper the *Orillia Packet and Times*, but I read from an article in May 1966—I have forgotten the date but I think it was a Tuesday or Wednesday—headed the Toronto Group that Tried to Steal the CBC:

Under the pretence of examining matters of social importance they indulge a licorice taste for call-girls and drug addicts, motor cycle thugs, topless dancers and other social trivia, none of which of course has the least shred of social significance. They are the professional controversy mongers who in a singularly tolerant country will range as far afield as Africa or Kentucky to find some item of racial prejudice with which to belabour us or squander thousands in public funds to bring us violence from Cyprus or scandal from Europe. They are the denigrators of every established tenet, the mockers of every belief and they are using the nation's own institution to undermine that nation's faith in itself.

Do you consider that an opinion which was rightly balanced for a man who watched "Seven Days" for a couple of years.

Mr. OUMET: I think he is going too far.

Mr. STAFFORD: Would you say slightly too far.

Mr. OUMET: I think that as we said there were many problems with "Seven Days" which we have been trying to cure. I think that some of the words you have used to describe some of its faults are correct but, on the other hand we must be careful not to go too far the other way.



Mr. COWAN: Can you go any further than Leiterman and Watson were going on their side.

Mr. OUIMET: No. They are able to go very far in their statements but the corporation must be sure to keep its statements balanced and within reasonable and fair bounds.

Mr. STAFFORD: Now Mr. Leiterman pointed out on several occasions, for instance on page 298 of this hearing of the Broadcasting, Films and Assistance to the Arts Committee, that it is very important that the important items, the news items, be presented when they are important or when they are hot. Now he mentioned this, I think, particularly referring to the fact that he was denied the right to spend more money on the Munsinger case because it was newsworthy and it should have been presented at the time and he found this one of his greatest complaints.

Mr. OUIMET: This had already been covered by our news service.

Mr. STAFFORD: But I am suggesting to you, Mr. Ouimet, that most of the programs on "Seven Days" did not come under Mr. Leiterman's statement which I have just summarized for you. Most of them were not newsworthy, were they?

Mr. OUIMET: It depends on your definition of newsworthiness. I think many of the programs did not have any hard news in them, that I would agree with.

Mr. STAFFORD: Very briefly I am just going to summarize on drugs. I suggest that on two programs regarding LSD and airplane dope an accent was placed on the sensual pleasures produced by those drugs and the dangers of their improper use were played down or put in a very minor position. Would you agree with this?

Mr. OUIMET: I think on the glue smelling which I saw there was a danger of course in presenting this sort of thing, but I do not remember that it played up just the good sides of it.

Mr. STAFFORD: It was a very one-sided effort was it not?

Mr. OUIMET: On that one I am not sure. On the LSD one, if I remember correctly, it had a tendency to give some of the more positive aspects of LSD rather than some of its great dangers and disadvantages. I think, generally speaking, we were not satisfied entirely with its balance.

Mr. STAFFORD: It would be very difficult to stretch the imagination to such an extent that you would call this balanced programming, would it not?

Mr. OUIMET: On the LSD one I do not think it would. Personally, I do not think it was balance. But this had happened very recently and I have not had time to discuss it with some of my colleagues so I do not know what their views are.

Mr. STAFFORD: Now, there were several programs—I am rushing this a little because I see the Chairman looking at the clock and his watch—on Nazism. I put it to you that in Canada Nazism is not a matter of interest except in the minds of a few warped people. Do you agree that bringing the focus on people like Rockwell is not worth one inch of film much less it being made an important segment of a program?

Mr. OUMET: You know, I defended this particular program at great length when it took place. I think it all depends how many of those you have. I think one of them is all right but to do two or three of them, which I think we did, was overdoing it.

Mr. STAFFORD: Now a couple of summations on anti-Americanism. Was there not a consistent effort to portray the Americans as warmongers and professional killers? I am referring to an item on Viet Nam, for example, which showed a moronic G.I. trying to teach an unwilling South Vietnamese the art of bayonetting a man. I suggest to you that it also came through on the otherwise excellent documentary "The Mills of the Gods" where Miss Fox picked a trigger-happy pilot and portrayed him as a typical U.S. airman in Viet Nam. Surely with thousands of G.I.s building dispensaries, schools and roads this cannot be considered a balanced presentation of American involvement in Viet Nam, could it, Mr. Ouimet?

Mr. OUMET: It was certainly an anti-war film. I do not know whether it was an anti-U.S. film.

Mr. STAFFORD: So going back to the original presentation you made here before this very committee, certainly even the few articles I have read out of the thousands I could have brought here would indicate that the opinions of many people on "Seven Days" would not bring it under the characteristics of balanced programming which you said was one of the principles of balanced programming on the CBC, would it?

Mr. OUMET: No and this is the reason—you picked a lot of examples and we have given you others—we want to improve it.

Mr. STAFFORD: And is it not correct that the same eagerness which Mr. Watson and Mr. LaPierre have shown in their attempt to degrade the CBC and in promoting sympathy right across this nation was actually shown to you during the years when "Seven Days" was presented to Canadians, and did you not have most difficulty with those men trying to curb their activities and trying to balance the program.

Mr. OUMET: Yes, we had considerable difficulties.

Mr. STAFFORD: And I am putting it to you Mr. Ouimet that if this were not a public corporation a man like you would not put up with this sort of thing for five minutes in a business of your own, would you?

Mr. OUMET: I am afraid I have to agree with you.

Mr. STAFFORD: Now you have met most of the members of the committee here, have you not? Do you think that any of them in their private businesses would put up with shenanigans like this?

The VICE-CHAIRMAN: I do not think the President of the CBC can attribute motives to any members of this committee.

Mr. STAFFORD: Well, I can sure ask you this question, do you think I would put up with that in my own business if I had comments like that being produced?

Mr. OUMET: Judging you from what I have heard I do not think you would.

Mr. LEWIS: I hate to think whom you would keep, Mr. Stafford.

Mr. STAFFORD: I would keep you, Mr. Lewis.

Mr. LEWIS: I doubt that very much.

The VICE-CHAIRMAN: Have you completed your examination?

Mr. STAFFORD: Well it was only half the time that I wanted but I squeezed it in in 20 minutes.

(Translation)

Mr. ALLARD: Just one or two brief questions, Mr. Ouimet. I imagine we will have the pleasure of hearing you again in the Committee after the publication of the White Paper. With regard to Mr. LaPierre you mentioned in your statement of May 24th that he was fired because of his attitude on the screen. He was not objective, he took sides, he gave personal views and so on, that is about it, is it not?

Mr. OUIMET: Yes, especially as an interviewer where he discussed and argued with his guests, instead of being content to put questions which would have allowed his guests to express their own opinions. Our interviewers should not argue with their guests, even if they have excellent personal views, they should not express them.

Mr. ALLARD: He was with the CBC on "Seven Days" for two seasons, and another season with "Inquiry" was he not?

Mr. OUIMET: Yes.

Mr. ALLARD: During these two seasons with "Seven Days", did top management, yourself or some of your colleagues, indicate to Mr. LaPierre that his manner was not exactly approved of?

Mr. OUIMET: Top management has no direct contact with these hosts. Top management indicates its opinions, gives its directives to the people who come directly under it. After that these go down the line—in this case this would be discussed with Capt. Briggs and Mr. Walker, then with Mr. Hoggs and continuing down, with Mr. Haggan.

Mr. ALLARD: But were you aware that during the two "Seven Days" seasons, representations would have been made along the lines you have just indicated? Do you know for a fact that certain observations were made to Mr. LaPierre about the way he behaved on "Seven Days"?

(English)

Mr. OUIMET: We know that our observations went down as far as Mr. Haggan.

(Translation)

Mr. ALLARD: Excuse me. Would you be good enough to answer me in French, please.

Mr. OUIMET: I am sorry. I was speaking English because my neighbour just gave me some information in English. No, we do not know if Mr. LaPierre was actually warned by his superior, all we know is that we warned his superiors.



Mr. ALLARD: At one point top management decided to dispense with his services. Is that right?

Mr. OUMET: Yes.

Mr. ALLARD: Without knowing if he had been warned beforehand?

Mr. OUMET: Yes, and there is a good reason for that. It is simply that we can observe personally the work of our employees on the screen. It is very easy for us to judge if a person has contravened our rules either by design or because his temperament is such that he cannot act otherwise. In his case, we felt that he would be quite incapable to act otherwise than he did. This indeed has been confirmed since. Mr. LaPierre has stated repeatedly that he was proud of the way he acted, he was proud that he showed his emotions on screen, and that he would continue to do so. I believe a number of statements were made by him in this regard, this then confirms our judgment. Mr. LaPierre said that that was the way he should behave, and that he was proud of it.

Mr. ALLARD: This came about since the beginning of this dispute of course?

Mr. OUMET: Yes. This confirms then our judgment, he is a man who takes pride in the way he behaves.

Mr. ALLARD: Do you believe that following these two seasons of programs, if his immediate superiors had discussed these matters with him, had indicated to him some ways in which he could improve as a host, do you not think that he would have tried to change along the lines that top management would have liked?

Mr. OUMET: I believe it would have been far preferable for his immediate superiors to discuss the matter with him, however I wonder if it would have made much difference. Frankly I have grave doubts about that. You might remember the article in *Maclean's* where he gives his views on the program. Mr. Stafford, I believe, dealt with that matter. You will remember also that LaPierre indicated therein that according to him, the program itself was not as good because such things were not allowed.

Mr. LEWIS: His immediate superiors might have shared his views.

Mr. OUMET: Possibly but they should have told us.

Mr. LEWIS: Yes.

Mr. ALLARD: Do you think that his firing, which was indicated to him by top management was a little too quick and took him by surprise?

Mr. OUMET: I do not know if he was taken by surprise, but as far as we were concerned, we had been following his work over the last three years. We felt that a great deal of improvement could have been made to that, but I do not know if he was taken by surprise.

Mr. ALLARD: According to the evidence we heard, it appeared to me as it indeed appeared no doubt to other members of the Committee—that there was a lack of confidence and of co-operation between top management on the one hand, and supervisors and producers on the other hand. Would you not envisage some type of structure, some means whereby a better dialogue could be made



possible? Whether it would not be possible to hold more frequent meetings? An impression we have gained from such evidence as we have heard, seems to indicate to us that top management takes its responsibilities very seriously. On the other hand, we have heard evidence from middle management, from the supervisory or production level, which has indicated to us that they take their creative producing responsibilities very seriously too. But it does seem to us that there is no real dialogue between these two levels. That there is no proper confidence, that there is no meeting of minds. Would it not be better to make this dialogue possible?

Mr. OUMET: I entirely share that view. The problem we have had about this over the last six weeks does indicate that in this sector at least we have a problem. A problem which should be settled. Now I believe, that we will always have communications problems with us in the CBC, if only because we are a fairly large organization, and also because it does not actually appear possible to establish our Head Office in the two locations where the main part of our production is carried out. It would be very simple, indeed, if we could be in both places at once, but as it happens we are in a third place, and this does complicate the dialogue a great deal. There is no doubt whatever about that, it is a matter of time. It has often been suggested that I should myself have more frequent contacts with producers or supervisors. I would like to do so very much, but it all comes back to this question of time, a priority, and we have not had the time over the last two or three years to look after that particular matter as we should have done. We should not forget that 50 per cent of my time over the last four or five years was given over to investigations made into the CBC. Half of my time! Had I had 50 per cent more time, I certainly could have had talks with a great many producers.

Mr. ALLARD: What type of investigations?

Mr. OUMET: We had the 61 committee, followed by the Glassco Commission, followed in turn by our own internal investigation, followed by the Public Accounts Committee, followed by the Fowler Committee. We also had the Troika, this was a special study made at the request of Mr. Pickersgill,—and there is no end in sight.

Mr. ALLARD: How do you explain that "Aujourd'hui" with 5 one-hour broadcasts a week costs less than "Seven Days" with one full hour program weekly?

Mr. OUMET: I think your figures are accurate.

Mr. LEWIS: You said that?

Mr. OUMET: I believe that these figures are accurate enough, and that the question is well based. I think the answer is that these two programs are different. We do not have the research in "Aujourd'hui" as a rule, at any rate, which is involved in the production of "Seven Days". We do not have large-scale reporting; we manage with a much smaller budget. Generally speaking, it is a less expensive program, but a very good program.

Mr. ALLARD: With regard to that first question, I am now going to put another one.

For programs of the same type and of the same calibre, as "Sextant" and the "Sixties", is it true that management spends less money on the French network?

Mr. OUIMET: I am not too sure about the figure for "Sextant" and the "Sixties", but I can give you the general figures. On the French network where we produce more programs, because American imports are not possible, this is done with a smaller budget. The result is that the average cost per program is approximately 60% of the corresponding average on the English network. The reason is very simple. It is that the amounts put at the disposal of the CBC are distributed in a proportion of  $\frac{2}{3}$  for the English network as against  $\frac{1}{3}$  for the French.

● (6.30 p.m.)

(Translation)

Mr. ALLARD: Is it according to the percentage of population?

Mr. OUIMET: Yes, I think the percentage of population is approximately 29%. There is, therefore, as you can see, a certain relationship, but it does make the work on the French network somewhat more difficult. There is no doubt at all about that. On the other hand, the number of listeners on the French network is 6,000,000 instead of 14,000,000 on the English network. So we feel that is pretty fair, generally speaking, that this one-third, two-third proportion is right. But still, the French network only has 60 per cent of the money available per program on the English network.

Mr. ALLARD: One last question, you received the brief about the establishment of a French speaking T.V. station, in the Windsor area? In the short term, could we look forward to that?

Mr. OUIMET: Everything will depend on two factors, first, on the money which will be granted to the CBC in forthcoming years and then—this is a technical matter—on the availability of a channel. There is none at present.

There are no VHF channels in that area, we will therefore have to use UHF channels, these require special receivers, that do not cost that much, but are not yet available in Canada. They will be, though, when we will want to use UHF.

(English)

Mr. COWAN: Has this anything to do with "Seven Days" or are we in the general estimates. I am quite prepared to go into general estimates if we are going to.

The VICE-CHAIRMAN: Mr. Cowan I had the same thought in mind as you. I allowed the question but had it persisted I was going to wonder myself.

Mr. COWAN: I am ready to go.

Mr. ALLARD: I did not hear you Mr. Chairman. What did you say to Mr. Cowan?

The VICE-CHAIRMAN: Well, Mr. Allard, I wondered about the relevancy of the last question about opening new stations. I wondered about the relevancy to what we have been examining here. I allowed the question because I thought it was just one question.

Mr. ALLARD: Mr. Chairman since the beginning of the meetings of this committee many members have asked questions outside the problem of "Seven days" on general policy of the CBC. That is why, as I was finishing my questioning, I was asking questions along this line, like other members have. Mr. Cowan did too, a few times.

Mr. COWAN: Not that I am aware of.

The VICE-CHAIRMAN: Do I take it that you have completed your questions?

Mr. ALLARD: I have a last question.

*Translation)*

Do you believe, Mr. Ouimet, that in regard to the technical aspect that you just mentioned, it would be possible to envisage that the CBC will be looking for such stations soon or are you thinking of a twenty-five year or thirty year relay and so on?

Mr. OUIMET: The CBC did look into that possibility some time ago. This matter has been studied.

Mr. ALLARD: And in practice?

Mr. OUIMET: That is a matter of money, because from a technical point of view, obviously, few problems are impossible if we have the money required.

Mr. ALLARD: Do you think it would be expensive?

Mr. OUIMET: Yes, it would be a very large station which would cost several hundred thousands of dollars.

Mr. ALLARD: Do you think that the proportion of French speaking people in that area would justify the establishment of such a station?

Mr. OUIMET: Certainly, as you know, we act according to a formula based.

*(English)*

Mr. COWAN: I think we should come back after eight o'clock because I have some questions to ask along the same lines.

The VICE-CHAIRMAN: Well, Mr. Allard, I think we are ranging far afield from what we have been examining and these questions are really out of order. I have been allowing you to go on as I thought that you would limit yourself. When the white paper is in front of us and when the main estimates are before us, this I imagine, is what we will be going into in great deal—national coverage.

Mr. ALLARD: In the circumstances I will reserve my last question until we have the white paper before the committee so we may hear many comments from many members on the subject.

The VICE-CHAIRMAN: Thank you, Mr. Allard. Thank you also for being so patient in waiting so long to ask your questions.

Mr. LEWIS: I apologize Mr. Chairman, both to you and to Mr. Ouimet for taking this time. I know I would like to hear, and perhaps other members of the committee would like to hear, your comment on this item. On page 498 of the



record, while Mr. Sherman was asking Mr. Walker some questions, Mr. Walker said this:

In further answer to your question may I refer to a memo or a part of one written by the General Supervisor of Public Affairs, Mr. Haggan. As a result of discussions looking toward next season he said—

And then Mr. Walker quotes him:

It is our hope that "Seven Days" will continue on the network next year as an informative, lively, responsible program of exposition and opinion.

Then three points are set out, and Mr. Walker said he would read those:

1. Elimination of all prurient or sleazy items.
2. Lessening of satyr combined with the application of higher standards in the field.
3. Confining investigative reporting to matters of substance with careful and thorough research and insistence upon accuracy and fairness.
4. Internal re-organization to further improve the substantial items.

It is my impression both from when I heard Mr. Walker give this evidence and from looking at the text that those four points were a quotation or a summary, I do not know which, but I think they were an actual quotation from some memorandum which Mr. Haggan provided to Mr. Walker or to somebody in management.

Now, Mr. Ouimet, is this not exactly what you were aiming at for "Seven Days"?

Mr. OUIMET: Yes, generally speaking. I think this came as a result of discussions—

Mr. Lewis: Yes.

Mr. OUIMET:—between Mr. Walker, Mr. Hogg and Mr. Haggan.

Mr. LEWIS: So that Mr. Haggan, under Mr. Hogg the chief supervisory person responsible for public affairs programming including "Seven Days", in effect—am I not right this is a statement of what he meant, and there is no reason to doubt it—agreed to make, generally speaking, what you call the improvements in "Seven Days" which you in management thought should be made.

Mr. OUIMET: Yes, this is what this memo said.

Mr. LEWIS: And therefore, Mr. Haggan is prepared to carry out your wishes as general supervisor over this program. Is that right?

Mr. OUIMET: Actually we do not know in terms of recent developments. We have not discussed it with him. One thing we know is that he has not been able to convince the people below him, Mr. Leiterman for example, that these were the right things.

Mr. LEWIS: I am talking about Mr. Haggan. You have not had anything to contradict what Mr. Haggan gave and Mr. Walker put on record as far as Mr. Haggan is concerned, have you?



Mr. OUIMET: Except that the program itself since this has been written seems to have done the—

Mr. LEWIS: I am sorry but when was this written? The record does not show.

Mr. OUIMET: In February.

Mr. LEWIS: Of this year?

Mr. OUIMET: Yes. There have been many programs which do not seem to do this.

The VICE-CHAIRMAN: That completes the evidence on this particular matter of inquiry except for the request of Mr. Allard which is referred to the Steering Committee, that Dr. Andrew Stewart be called, which will be considered.

I would remind you of the motion which was passed today that your Steering Committee recommends that an invitation be extended to all interested parties to submit in writing to the committee, not later than June 8, whatever statements they may wish to present. It was not the plan of the Steering Committee to communicate this information in any special way. I trust the press will report this fact to those who are interested.

The next sitting of the committee will be subject to the call of the Chair because it involves co-ordination between the co-ordinator of committees, the secretary of State's office and the Steering Committee. It has not been settled which agencies will come first and those of you who have views on which agencies should come first should communicate with your representative on the Steering Committee.

Mr. BRAND: Since the member for Lapointe is not here I have a question. What about the film the CBC were preparing.

The VICE-CHAIRMAN: Well, the member from Lapointe is no longer a member of the committee, as I understand it.

Mr. BRAND: Well, there was a request, nonetheless.

The VICE-CHAIRMAN: I understand arrangements were made for anyone who wished to go to see a montage of the films.

Mr. BRAND: When?

The VICE-CHAIRMAN: They were available the other night, I know.

Mr. BRAND: Well I was not aware of this and I am sure other members were not.

The VICE-CHAIRMAN: Well there was no announcement made because the committee did not sit. I will check into this matter again and have a statement for the next meeting.

## APPENDIX 10

A PUBLIC STATEMENT BY THE ASSOCIATION OF  
TELEVISION PRODUCERS AND DIRECTORS (TORONTO)  
TO THE PARLIAMENTARY COMMITTEE ON  
BROADCASTING

The Association of Television Producers and Directors (Toronto), deeply disappointed by the intransigent stand taken by the Board of Directors of the CBC on May 27, 1966, in response to the Keate report, must now declare that the use of the Prime Minister's good offices to resolve fundamental issues between the producers and senior management of the CBC has been in vain.

While the Association in all sincerity went along with Mr. Keate's efforts in the hope of finding a true solution to the problems involved, CBC Management and the Board of Directors made no effort to come to terms. Instead the President, Mr. Alphonse Ouimet, before the Parliamentary Committee, chose to paint the Seven Days group and the Toronto Public Affairs Department as the cause of all his troubles in the last two years. This in our view is manifestly not true.

The Association on the other hand declared its willingness to postpone the recommendation to its members to withhold services, expressed its willingness to have Mr. Haggan and in particular our member, Mr. Douglas Leiterman, meet senior management in the hope not only that the LaPierre-Watson issue could be mediated but, even more so, to preserve the program "This Hour Has Seven Days" from disintegration.

The Association further agreed to a distasteful arbitration procedure in case of a future conflict between senior management and producers in regard to the usefulness of performers and artists on any given program. It is distasteful because we are frankly pessimistic that objective arbitration can be achieved by officials within the Corporation in any such dispute.

Mr. Keate, in his wisdom, saw fit to amplify his own report before it could be studied by the parties concerned with regard to the key issues and primary demand of the Association, namely, that the LaPierre and Watson case be reviewed.

His report reads: . . . "I suggest the Board of the CBC re-examine the *basic questions* of due process and cogent reasons particularly as they apply to Mr. Watson and Mr. LaPierre and issue an amplifying statement thereon."

In his explanation given to the press and news services, Mr. Keate stated: . . . "this does not mean I believe their case should be re-opened".

It is our opinion that he thereby invited the Board to remain intransigent.

In a subsequent clarification he partly repaired the damage, but too late to affect the decision of the Board.

We had hoped the CBC Board and particularly the President and Vice President would at least find it possible to declare that, even though they believe themselves to have made the right decision, they are willing to discuss

the framework of Management's professed interest in having Seven Days continued under its Executive Producer, Mr. Douglas Leiterman. The sincerity of that expressed interest seems now very much in question, to us.

It is now essential to make crystal clear where the Producers' Association stands in the light of the Board's latest statement.

### **"DUE PROCESS"**

The agreement to consult producers and/or executive producers on all matters concerning their programs before any punitive or other action by Management was reached by Mr. Walker, Mr. McGall and us, as a consequence of another "unfortunate mistake" by the same Management in the field of drama, and is as far as we are concerned, still in force (the verbal agreement was confirmed by memorandum to producers by Mr. McGall).

We, therefore, cannot accept Management's present declaration that it is willing to abide by this agreement in future but, that it is unwilling to grant retroactivity in the case of Mr. Watson and Mr. LaPierre. In our view, retroactivity is not involved here at all. The agreement was in force when Mr. Walker decided on his uncalled-for intervention over the heads of Mr. Hogg, Mr. Haggan, Mr. Gauntlett and Mr. Leiterman; it remains in force today, and should be respected by all concerned.

This is a main cause for our protest in this case. It is a primary reason for our complete lack of confidence in senior management.

### **"COGENT REASONS"**

Mr. Keate observed in his report—and the many paradoxical statements by Mr. Ouimet in the last two weeks confirm his view—that the dismissal of Mr. Watson and Mr. LaPierre "was a circuitous means to and end, namely, to start the reconstruction of "This Hour Has Seven Days" in a new form and possibly with a new title".

In our view, this "circuitous" way of emasculating a program is highly improper and has indeed happened before. It causes the unjust vilification of professional men. It diminishes the status of the executive producer and it deceives Canadians as to the true intentions of the Corporation. The future avoidance of such managerial methods is one of the main aims of the Producers' Association, whose members consider that they share in the responsibility of Management as a whole.

#### **(a) Mr. LaPierre**

Mr. LaPierre is able to fight his own case as a member of his Union (ACTRA) and he is doing so. The Association while completely in agreement with the Performers' Union, in this case, can withhold judgment until his grievance is arbitrated.

The producers, however, insist that if Mr. LaPierre can be dismissed from his job as a host of "Seven Days" in the manner chosen by Mr. Walker, the whole position of the producer vis-a-vis the performing personnel on his show is undercut and his position within a given show made impossible.



Moreover, Management in its inability to understand the nature of its own programs seems to have forgotten that John Drainie, the first host on "Seven Days", editorialized just as much as Mr. LaPierre.

A totally objective Permanent Program Personality on TV in our view is an impossibility. If Mr. LaPierre failed in individual instances to fill the role of "PPP" to the satisfaction of Management, the producer of the individual show and the Executive Producer of "Seven Days", should have been held responsible.

(b) *Mr. Watson*

Two years ago, as a consequence of Mr. Haggan's appointment as General Supervisor of Public Affairs, Mr. Watson and Mr. Leiterman were asked, on the basis of their excellent work in Ottawa and Toronto, respectively, to act as co-producers of a new public affairs show, which, judging from the facilities and money given to them, was supposed to appeal to a very wide audience. They stated "This Hour Has Seven Days". Management, in approving the show in the first place, was only following an American and British trend to try to popularize public affairs. But very soon after they started the show, senior management, as it has done many times before, began to draw away from the controversial aspects of "Seven Days", although it should have been clear from the outset in what way Mr. Watson and Mr. Leiterman were to treat political and social matters on television. The task for the two producers was monumental. CBC had never tried and never succeeded in building a popular 60 minute show on a weekly basis in public affairs which was frankly meant to be controversial. Again Management, in our opinion not really knowing what it had asked for from Mr. Leiterman and Mr. Watson, started to threaten demission of the show while the producers were still busy testing public reaction and building a staff. In our experience, with controversial shows in either variety drama or public affairs, this has been the usual pattern of behaviour by the Management of the CBC. The difference in the case of "Seven Days" was that growing and more than hoped for response by the public. Obviously, by 1965 the public wanted this type of a show however critical it may have been towards individual items.

The important thing to note is the inability of the present Management to anticipate such reactions and to work with the producers, instead of working against them, on ironing out obvious short-comings in the early stages of the show.

If anything has made the Seven Days group a bumptious unit as Mr. Keate puts it, it is a lack of support given to the producers from the very outset of a controversial show.

For the second season just ended, Seven Days, which had always alternated with a film program in-depth, changed its organization. Mr. Leiterman became Executive Producer to Seven Days while Mr. Watson acted in the same capacity for "Document". But, at the same time, Mr. Watson became co-host on Seven Days.

There can be arguments whether such a decision should have been made. We think, on the whole, producers should not act as permanent hosts in front of a camera. Be that as it may Management was persuaded to make an exception



and Mr. Watson's behaviour as a performing personality and host was beyond reproach. There is, therefore, *no cogent reason* to dislodge him against the will of the Executive Producer.

Management now claims that Mr. Watson was allowed to act as host because it was assumed that he would not any longer be a producer on Seven Days. As the show was at least up to 50 per cent built on Mr. Watson's ideas and as "Document" and Seven Days had to be handled as a complementary unit, it was naive and grossly unfair to accuse Mr. Watson because he continued to provide ideas", or for feeling that he had a stake in Seven Days. In any case, the man with over-all responsibility for Seven Days was now Mr. Leiterman. Whatever happened during the second season (even more successful with the public than the first) the blame for all the things Management claims to dislike must be laid on Mr. Leiterman's doorstep and that of his immediate supervisors. Management does not stick to the production and growing supervisory hierarchy it has established, there is no security for anybody all along the line of production personnel. We deem such security essential for the execution of a good program.

The Board of Directors is now trying to make it appear as if the decision to remove Mr. Watson, rather than Mr. Leiterman, from the Seven Days unit was taken solely on internal grounds, but the Board still insists that the co-creators of the show must be separated. Even if one were to agree that this is necessary or helpful, it surely is not a valid reason to dismiss Mr. Watson as a host. Mr. LaPierre came up from Montreal every weekend, so could Mr. Watson.

As to the proposed separation of the two producers by forcing one of them to move to another city, such devices cannot succeed unless Management hopes to convince Mr. Leiterman to make radical changes in the format of the show after the departure of the two hosts.

The past has shown that controversial shows deprived of their creators die. "Tabloid", after Mr. McLean had left it, through no fault of his successors, was a good example.

We note though that the present reasons given for Mr. Watson's removal from the show are very different from those given by Mr. Walker on April 6, 1966, in his conversation with Mr. Watson. There remains little doubt that at that time the question of loyalty to senior management figured largely in the reasons given for Mr. Watson's removal.

It is difficult for the Producers' Association to forget that Mr. Watson was its President at the time of the investigations by the Fowler Committee. Mr. Fowler had invited us to make separate submissions and there were conversations involving Mr. Fowler and Mr. Watson to which Mr. Quimet objected later on. Our statement to the Fowler Committee and the Fowler Report assessment of the situation between producers and senior management of the CBC has merely been supported by the present unfortunate and seemingly insoluble situation.

### Summary

A. The Association judges that it has exhausted almost all possible avenues for resolution of the present conflict.

- B. Intransigence of the Board of Directors and of Senior Management during Mr. Keate's mediating efforts has convinced us that any further trust in that Management would be misplaced.
- C. In its effort to protect its right to manage and mismanage, the present Management refuses to give producers their rightful share in program decisions of major importance and to protect their status within the CBC deemed essential by us, for the common aim of all CBC employees and employers: the betterment of our programs.
- D. We disagree to a large extent with Mr. Walker's statement before the Parliamentary Committee on Broadcasting that there is nothing wrong with the structure and organization of the CBC. When the right people in CBC Management work together the structural faults of the organization are often invisible and in any case unimportant. When this is not the case structural and organizational faults show up clearly. They do now.
- E. In this regard we must look to Parliament to restate the aims of public broadcasting in Canada. We, therefore, strongly support Mr. Keate's third suggestion: "That in keeping with the statements of the Secretary of State before the House Committee, April 21, the Government produce 'as quickly as possible' for referral to the Committee, its White Paper which represent the Government's views on policies of broadcasting after consideration of the Fowler Committee Report."
- F. The recent events and non-actions by the CBC Board of Directors have made clear, in our opinion, our true status within the Management structure of the CBC.

A producer or director in the CBC, no matter what his experience, talents or years of service, has only one absolute right—the right to resign.

He has no protection of any kind.

His contract doesn't protect him. Management disregards it without penalty.

CBC policy statements do not protect him. Management accepts no responsibility to follow them.

CBC operating procedures set down by Management cannot be relied on. Management says in effect that these procedures apply only in situations of their choosing.

The Corporation can be operated without written guarantees of any kind if there is a sense of trust and some reason for assuming that "fair play" will prevail. There is no reason to assume that the present Management is concerned in this case with either fair play or a need to provide a minimal standard of decency and professional respect in its dealings with producers.

3. The Association cannot withdraw the "strike threat" as requested by Mr. Keate, but is empowering the Executive to set a new date, subject to the approval of the membership, at any time the Executive feel such a withdrawal of services might accomplish our objectives, or if needed to protect our position should the situation further deteriorate.

oronto, Ontario,  
[ay 30th, 1966.

## APPENDIX 11

CBC Information Services,  
1500 Bronson Avenue,  
Ottawa, Ontario.

Contact: A. W. Wilson, 731-3111, ext. 357  
May 27, 1966

## FOR IMMEDIATE RELEASE

STATEMENT BY THE BOARD OF DIRECTORS OF THE CANADIAN  
BROADCASTING CORPORATION RE THE KEATE REPORT

The Board of Directors has studied the report of Mr. Stuart Keate with reference to the situation which arose several weeks ago between the Toronto Television Producers Association and the Corporation.

The Directors wish to express their appreciation to Mr. Keate for his efforts in the interests of national broadcasting, a particularly difficult task in the light of the brief span of time at his disposal.

Mr. Keate's report asked the Board to re-examine the basic questions of "due process" and "cogent reasons", particularly as they apply to Messrs. Watson and LaPierre and to issue an amplifying statement thereon. The Board considered both these questions carefully at its Halifax meeting, though only the former was referred to in its April 23 statement—and that indirectly. These matters were again reviewed intensively at the present meeting.

The "due process" referred to is the process under which changes in performers and artists on a program should take place only after consultation with the producer concerned. This was the substance of an undertaking given verbally to the Toronto Producers' Association last year. In the present case involving Messrs. Watson and LaPierre this process was not followed. The Board was aware of this when it made its statement at Halifax and the reference in that statement to a "serious breakdown in formal communications" reflects this awareness.

This mistake by Management was acknowledged before the Parliamentary Committee (by the President, May 24) and Mr. Keate states that it was also acknowledged to him. The Board was, and is, seriously concerned about this failure of "due process". This is why, before reaching its final decision, the Board invited Messrs. Walker, Haggan and Leiterman to present their views at the Halifax meeting. For the same reason, the Board directed that "steps be taken, at whatever levels necessary, to ensure effective communication between Management and producers."

A first step has already been taken and is referred to in Mr. Keate's statement that "agreement was reached on a crucial principle which should improve future relations hips, and which reads:

The Corporation expresses its willingness to assure the Producers that no change in artists or performers will be made without full



consultation with the Executive Producer and the Producer concerned. The Corporation re-affirms that the implementation of such decisions will be executed by the Supervisor concerned.

Any issue arising out of a departure from the above procedure will be subject to appeal. This appeal would be carried out by a representative of the Producers' Association and of CBC management. In the event of a failure of these parties to agree, the issue would be referred to another level within the Corporation satisfactory to both parties.

The Corporation also re-affirms its determination to consult with Producers on changes in program content, with procedures to be confirmed through further discussions between the Producers' Association and the Corporation.

The Board noted Mr. Keate's suggestion that consideration be given to the appointment of a Vice President of News and Current Affairs. This possibility, together with other personnel and organization questions, was discussed by the Board at Halifax and again at this meeting and the Board has asked Management to come forward with concrete suggestions at the June meeting.

Turning now to the question of "cogent reasons", the Board does not feel that these, and the Management decision based on them, are invalidated by the failure of "due process". These reasons are as follows.

Mr. LaPierre's contract was not renewed because it was Management's opinion that he did not adhere to the principle that the CBC has no point of view on controversial matters. As co-host of "Seven Days", he was identified with CBC and became, whether he wished to or not, a spokesman for it. He often let his own opinions and his own feelings in controversial matters show on the air, with the result that he tilted the balance of the program.

While Management's action with respect to Mr. LaPierre was related only to his on-air performance and to nothing else, the action with respect to Mr. Watson was taken for a quite different reason.

This reason was directly related to Management's general concern about the shortcomings of "This Hour Has Seven Days". Management believed that, in the interests of the program and of the CBC as a whole and to make the best use of the staff concerned, Mr. Leiterman and Mr. Watson should be separated. It was dealing with a question of staff utilization as objectively as possible. The question of whether someone was "at fault" did not enter the picture.

In Management's view, both Mr. Leiterman and Mr. Watson are very able and highly talented. "Seven Days" was largely their creation and together they gave it a character and thrust which were to some extent at variance with CBC policy. In an effort to overcome this Management decided to separate them. It might have moved either one. After considering the alternative, it decided to leave Mr. Leiterman with "Seven Days" and to give Mr. Watson a new assignment.

These were the sole reasons for Management's action in the case of Messrs. Watson and LaPierre. The Board has reviewed these reasons again today. While

it regrets the failure of due process, it still believes that these reasons are "cogent" and that the action based on them—non-renewal of the hosting contracts—was justified.

The reasons behind the decisions had been discussed on numerous occasions by the Board in its continuing policy assessment of "Seven Days" and of its related program predecessors. The Board supported the Management decision out of a deep concern for the maintenance of CBC policies and to continue with the program "Seven Days".

Finally, the Board notes that Mr. Watson is still under production contract to the CBC until mid-June of this year, that he has several commitments yet to fulfill, and that nothing stands in the way of his continued employment after that date. Mr. LaPierre's contract expired earlier this month but, again, there is nothing to prevent his employment by the Corporation in a capacity other than the one he has just completed.

May 27, 1966.

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 19

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WEDNESDAY, JUNE 8, 1966

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Main Estimates (1966-67) of the Department of the Secretary of State

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WITNESS:

The Honourable Judy LaMarsh, Secretary of State

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Allard,  
Mr. Asselin  
    (*Charlevoix*),  
Mr. Béchard,  
Mr. Berger,  
Mr. Brand,  
Mr. Cowan,  
Mr. Fairweather,

Mr. Hymmen,  
Mr. Johnston,  
Mr. Langlois (*Mégantic*),  
Mr. Lewis,  
Mr. MacDonald (*Prince*),  
Mr. Mackasey,  
Mr. Macquarrie,  
Mr. McCleave,  
Mr. Nugent,  
Mr. Prittie,  
Mr. Prud'homme,  
Mr. Richard,  
Mr. Sherman,  
Mr. Stafford,  
Mr. Stanbury,  
Mr. Trudeau—(25).

M. Slack,  
*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

WEDNESDAY, June 8, 1966.

(34)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 3.50 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Allard, Asselin (*Charlevoix*), Basford, Béchard, Fairweather, Hymmen, Langlois (*Mégantic*), MacDonald (*Prince*), Macquarrie, Pelletier, Prittie, Sherman, Stafford, Stanbury, Trudeau—(15).

*In attendance:* The Honourable Judy LaMarsh, Secretary of State; Mr. G. E. Steele, Under Secretary of State; and Mr. Claude Gauthier, Assistant to the Commissioners and Secretary of The Centennial Commission.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

On motion of Mr. Béchard, seconded by Mr. Sherman, the Committee agreed to print 750 copies in English and 350 copies in French of its Proceedings relating to the estimates of the Department of Secretary of State and agencies for which the Minister is answerable to the House with the exception of the B.C. and the Chief Electoral Officer.

The Chairman called the first item of the estimates of the Secretary of State Department:

1. Departmental Administration. . . . and invited Miss LaMarsh to make a statement.

The Minister reviewed the activities of her department and the agencies for which she is answerable to the House, and was examined on her statement.

Item 1, Departmental Administration, and

Item 10, Translation Bureau, were adopted.

The balance of the Estimates after consideration, were allowed to stand to enable the Committee to hear witnesses.

The Chairman thanked the Minister, and at 6.10 p.m. the Committee adjourned until 9.30 a.m. on Friday, June 10.

M. Slack,

*Clerk of the Committee.*



## EVIDENCE

*Recorded by Electronic Apparatus*

WEDNESDAY, June 8, 1966.

(3.50 p.m.)

The CHAIRMAN: Order, please. I will now call item 1 of the Estimates of the Department of the Secretary of State; Departmental administration, and ask the Minister to make a statement.

### DEPARTMENT OF SECRETARY OF STATE

1. Departmental Administration, including a grant of \$100,000 to the Fathers of Confederation Memorial Trust, Charlottetown, P.E.I., \$743,600.

Hon. JUDY V. LAMARSH (*Secretary of State*): Gentlemen, it gives me great pleasure to be here for a second time in the deliberations of this Committee. I apologize for being a little late, but at that I suppose I am ahead of some committee members.

At the first session when I appeared, Mr. Chairman, you will recall that I suggested that the then very contentious matter which was uppermost perhaps in the minds of Committee members might be dealt with, and subsequently the matters of the BBG and the CBC might be deferred and be dealt with with the White Paper. As I have told the Committee and the House since, I have every expectation that by the end of this month, although I cannot say how much before, the White Paper on broadcasting will be available. It is not that the decisions have not been made or the paper prepared but the technical difficulties of translation and of preparing a paper, which we believe will have a very wide distribution, are considerable in themselves. Accordingly, after completion of the decision-making process, the technical matters take a number of weeks. I still hope it will be available before the end of June.

As honourable members will appreciate, I cannot answer of my own knowledge any and every question which may arise from the estimates, but I apply the agencies which the Secretary of State now reports for, are served, and very competently served, by a number of chiefs of agencies who, it will be appreciated, all have deputy minister status, and in the case of the Civil Service Commission, all members of the commission, I am informed have, deputy minister status. There is as well an Undersecretary of State who is responsible on one side for many of the agencies and on the other side at the moment the Deputy Registrar General.

The estimates which are before the Committee are estimates which deal with both sides of the Department, both Secretary of State and Registrar General. It will be recalled that about a week ago the new bill on the organization of the government was before the House and has passed the House which removes some of my responsibility, or will when it has passed the upper

chamber and has been proclaimed. Some matters now found in the Secretary of State's estimates, patents and copyrights, in particular are to be vested in the President of the Privy Council who will be reporting in the House on these estimates. I also would assume that members of the Committee would not be particularly concerned about those matters, although Mr. Miquelon, the Deputy Registrar General, is present, should there be anything the Committee wishes to deal with in the matter of transfer.

I should also like to thank members of the Committee for releasing me from a suggestion which I made when I first appeared, when I intimated that there would be two pieces of legislation which might be considered by the Committee; the first with respect to the Film Development Corporation and also the piece of legislation dealing with the National Arts Centre. These two pieces of legislation have already appeared on the order paper, one on Monday last the resolution was passed and the bill has now been made public; the other one remains to be presented to the House. It was thought that the Committee might accede to my request to have these dealt with directly by the House, and I am very grateful for the fact that the Committee concurred in that.

May I say, Mr. Chairman, that the matters which are to be dealt with now are considerably more tame than those with which the Committee has had to deal with in the last few weeks. It does not mean that the people that the Committee is going to deal with are tame. These things are mainly cultural agencies and the Civil Service is partly cultural and partly not I suppose. The people who head them are very special kinds of Canadians, who have not only considerable administrative skill but skill and knowledge and training in their own particular fields. They are policy people, they are the idea people, in large part. Some of them are responsible directly to me; some are responsible through boards. Perhaps the Committee is more familiar with the CBC kind of board which is charged with management responsibility and I am a sort of conduit pipe and some of the other agencies that remain to be dealt with are in the same general position.

Of course, this afternoon I am going to deal with the non-broadcasting agencies on the assumption, Mr. Chairman, that the Committee will wish to deal with the BBG and CBC later in this month or early next month in concert with the White Paper on broadcasting.

Furthermore, another responsibility of mine is the matter of elections, and Committee members will know that this matter has been referred to the Elections and Privileges Committee. It does not fall within the aegis of this Committee.

Further, there are some nine other agencies for which I am responsible. The registration division and corporations branch which, currently are under the Secretary of State, are to be transferred to the new department of Registrar General, which I am informed the President of the Privy Council will be handling. As is also known, the citizenship branch of the present Department of Citizenship and Immigration, will be coming to my department, but it is not yet there, and this is not reflected in the estimates. In the estimates, members will find an item under Vote 23S, on page 430 of the estimates book, with respect to matters of education. There is an item of some \$28,220,000 which formerly appeared under the finance vote, and this is the beginning of the bringing



together of the federal government's responsibility in the field of education. That figure is based on the former \$2 per capita formula, and does not reflect the increase to \$5 per capita which the Prime Minister announced in January. So it is necessary to have a supplementary estimate later to provide for that increase.

The estimates for the translation bureau it will be noted show an increase of almost half a million dollars—\$440,000—over the previous fiscal year. That increase is as a result of an upward revision in salaries and translators' fees which has resulted in a substantial improvement in filling the many vacancies which we had. I am informed that under this new schedule of salaries, the Civil Service Commission has been able to fill most of the positions vacant from the previous year, and in addition, has been able to establish additional positions for the current year. Members are probably aware that one of the bottlenecks in government is the bottleneck of translation. They have great difficulty in getting really good people who will work here on translations from one language to another. Both of them are necessary, both of them are dealing with voluminous reports, and in many cases, with highly technical material. I hope members will witness a noticeable improvement in the translation of official documents as a result of the attack on it by way of salary revisions and increased staff.

The National Museum lies within the role of the Secretary of State. Here, as announced I think in the Speech from the Throne, there will be new legislation anticipated before the end of the current session of parliament.

● (4:00 p.m.)

There is provision in this year's estimates for the development of the administrative structure of a new Museum of Science and Technology. The chief of that division will be chosen since the legislation provides for it through civil service competition, and not be an Order in Council appointment, but a Civil Service appointment, as director of the new museum. We have already announced that we are aiming at a structure consisting of three museums, that of natural history, of human history and of science and technology. For some time we have been looking forward to the construction of a new museum building at Confederation Square near the Performing Arts Centre. As hon. members will know, at the time of the budget announcement, it was specifically mentioned, that it was deferred for the moment, but for obvious reasons we are very hopeful in the Secretary of State Department that a start on the structure may be made before very long. We would like our national museums to equal in presentation, and convenience to the public, the other structures where national collections occur.

Members will have read and heard much lately of the National Arts Centre which falls within my department. A resolution was passed in the House on Monday and legislation has now been made public for the setting up of the Performing Arts Centre in Ottawa. That bill, I suppose, will be familiar to members of the Committee. The matter of increase in cost is appropriately dealt with under Public Works estimates, and not under the estimates of the Secretary of State. Like every other department, buildings are built by Public Works. Tenders are called by them and accepted or rejected, and we, having

been consulted in the plans, except what we are given at the end of it. So I hope members will not want me to deal to any great extent with the matter of costing of the structure itself, at least here.

The Centennial Commission, a matter of increasing interest, is a vote under the Secretary of State. It will be noted that there is an increase of about a little more than \$4 million over the previous year. Most of that is an increase of from \$9 million to \$13 million in the Centennial of Confederation Fund, from which the Centennial Commission makes grants in co-operation with the provinces for special centennial capital projects. Some 1956 projects have now been approved by the provincial and federal governments. Most of them require the construction and development of new community and recreation centres, parks and play areas and cultural centres of one kind or another.

There is another centennial program which is of special knowledge and interest to most members of the Committee and that is the youth travel program. Last year and this year some six thousand elementary and secondary school children will be participating in inter-regional exchanges which are directly sponsored by the Centennial Commission. Another six thousand will be assisted in a similar way through commission grants to voluntary organizations.

The Civil Service Commission which reports through the Secretary of State has been in a period of change with a relatively new and vigorous Chairman. Although it has been doing tremendous work, particularly in the last few months, that is not particularly reflected in the estimates which are before the Committee for the civil service. Here, since last October, the Commission has been undergoing a very significant change in both organization and procedure in its approach to staffing the public service of Canada. There is a newly organized Staffing Branch which has been expanded, and a very considerably stepped up Language Training Program. These will be represented before the House of Commons in supplementary estimates. I am informed that the Commission's Language Training Program alone has doubled in size and capacity in the past few months, and a further 150 positions in the public service have been added for this specific purpose.

There is, of the cultural agencies, a very interesting one, the National Film Board which has been a matter of considerable pride and credit to the government of Canada in the past years. This year it is asking for about \$7,250,000 which is an increase of about half a million dollars over the previous fiscal year. That increase is divided into some \$411,000 for the administration, production and distribution of films and other visual materials, and about \$100,000 for new equipment.

I am told that the Board has appointed regional representatives in the last few months resulting from the Film Board's concern that it is too dependent upon Montreal and its immediate environs for ideas and film locations, technicians, and generally for talent for its films. So the appointment of representatives in the western provinces, in Vancouver and Toronto—and it is going to appoint them in the prairies and the maritimes—will mean the Film Board will become more truly a national agency.

I think that members of the Committee will know that the board has been providing audio-visual aids to Canadian schools in the form of films, filmstrips and other material based on photographs. Most of the Canadian schools are now

sing material which comes from the States, and it is obviously related more to American curricula than to Canadian. The Board is going to expand its production work in this field and it is going to do it in co-operation with the provinces to meet annually with the Film Board to discuss their film needs. So you will find an additional \$60,000 earmarked for that purpose.

Of recent days the National Gallery of Canada happily has been again in the public eye. I hope members of the Committee have noted with approval the appointment of Dr. Jean Sutherland Boggs, who has just entered the room, as Director of the National Gallery. I am very happy to have Dr. Boggs here; her qualifications are without reproach, and I hope that you will forgive me for also being happy to find that the qualifications happen to reside in such a charming body. I suppose that is not a very politic word to use. I hope Dr. Boggs will forgive me.

In the long and difficult search I have had very good reason to be grateful to the Acting Director who carried on for some nine or ten months and who I think is also here. Dr. Dale, in a period of change in government and over an election period, of finding itself again, has worked with great goodwill and dedication for the service of Canada as Acting Director of the Gallery, and he with Dr. Hubbard and other representatives in the Gallery are much to be thanked for what they have done. I am informed they are already of considerable assistance to Dr. Boggs. You, of course, Mr. Chairman, will have an opportunity to interview or have as witnesses any member you choose of the Gallery. As is known, there is new Gallery legislation to be introduced this year, and while under the old legislation the Director of the Gallery is a civil servant appointed by the Civil Service Commission, under the new legislation the Director will not be a civil servant but will be an Order in Council appointment. I hope that with the increasing interest in the visual arts and painting and sculpture in particular, we will be able to make of our National Gallery a really vital force throughout the country and not just in our capital city.

You will notice that in the last year there has been an increase of the regularly voted money for acquisitions for the Gallery. It is now up to half a million dollars this year in this estimate, although in looking at the estimate itself it would appear that we are asking for less money than last year. I am informed that the difference is the special acquisition, which Dr. Boggs or Dr. Dale will be able to tell the Committee about, in the last year which was not a regularly voted amount. I might say that the Committee will find, Mr. Chairman, no amount for a da Vinci. The Gallery does not yet own one. Who knows, it may some time in the future, but no such item will be found now. There have been, however, some rather special acquisitions which the Committee might be interested in asking the Gallery representatives about.

The Public Archives and the National Library are currently in the midst of the third phase of an expansion program. There is a new building which all members have seen rising on Wellington Street, and, as in the case of the National Gallery, when it was brought into the heart of the city, it is anticipated that this construction of a new Public Archives and a National Library will result in substantial demands for increase in service. I am informed by Public Works that this building will be open or ready for use about October, and I



think the last arrangement was that the public opening would be early in Centennial year. They will be moving in the latter part of this year and the early part of next year.

The Queen's Printer is another agency which is responsible to the Secretary of State Department, and there you will find an increase. This is largely the result of printing three Centennial publications which are to be called "The Image of Canada", "The People of Canada" and "The Parliament Buildings". These three new publications will cost about \$935,000. The rest of the increase is for administrative expenses.

Some time this fall the Queen's Printer is opening a new bookstore at Halifax. That will bring to six the number we have, the others being in Vancouver, Winnipeg, Toronto, Ottawa and Montreal. We are now thinking of opening Queen's Printer bookshops in other countries. The Queen's Printer has been considering, as has the government, possibly a New York City outlet and perhaps one in Paris and one in London.

Very briefly, Mr. Chairman, this is a resumé across the breadth of the governmental responsibility. Citizenship, as I say, and education, aside from the one item transferred from Finance, do not appear, since as yet estimates have not been prepared and they will appear subsequently in supplementals. Special votes may also appear in the future, but these are the cultural agencies of the government which added together with the civil service and the Election Expenses committee represent the agencies for which I am responsible.

Therefore, Mr. Chairman, I shall be happy to try and answer anything but I again call to the attention of members of the Committee that there is a Deputy Minister at the head of each of the agencies who will be able to answer in detail any questions.

*(Translation)*

Mr. ASSELIN (*Charlevoix*): Mr. Chairman, I would like to call the attention of the Minister. On page 431 there is an item here which is rather close to my heart and which at the present time is giving rise to some difficulties for certain municipalities. I have reference to Item D—Centennial Commission, paragraph 45, where it is provided that there would be a payment from centennial funds of grants to provinces for local projects of a lasting nature, the total of such grants made from the said fund not to exceed \$18,935,000. Now, what happens is that in certain cases this has given rise to some difficulties. I will give an example of this. In certain municipalities, there has been a change of administration over the last winter. The preceding administration had submitted to provincial authorities a plan for the construction of centennial projects. The new administration has often changed the plans and specifications and indeed often, in many cases, the actual site of the project. In consequence, the provincial governments did not have the time—and specifically here have reference to the province of Quebec—have not had time to revise the new plans which have been submitted by the new municipal councils and have remained under consideration. I was told, and I will give you here a concrete example, that the town of la Malbaie had, during November, presented a plan which was later changed by a new municipal council. This plan was presented to the Secretary of the Province. This project is still under study. I was lately told that



he provinces were to present to the federal government their plans for acceptance by May 15, 1966. This is true not only of my own constituency, but is true of other constituencies in the province. Now, if this date of May 15, 1966, is adhered to by the federal government for the acceptance of provincial plans, this will hurt certain municipalities in the Province of Quebec who would obviously like to have their centennial building. There is another reason why I would like the Minister to reconsider the date for the presentation of plans with regard to the Province of Quebec. During the election campaign, it was impossible for the Ministers involved, and more particularly for the Secretary of the Province, to study projects submitted, by municipal councils—revised plans, that is. Obviously, then, certain municipalities are late because the Province has not accepted their plans for transmission to the federal government. I would therefore like to ask the Minister, because of the difficult circumstances in which certain municipalities are to be found and because we have, in the Province of Quebec, a new administration, if it would be possible for the Minister to make a recommendation to the Centennial Commission for the cut-off date of May 15, 1966, to be put back, say, to July 15, so that these municipalities could avail themselves of these facilities which would be used to celebrate the centennial?

(English)

The CHAIRMAN: I would like to submit to the committee that it would probably be better to decide whether we want to go from one point to another, crisscrossing, on all the pages or whether we want to take items 1 and 5, 10 and 15.

(Translation)

Mr. ASSELIN: Mr. Chairman, I did not follow the order, because I think this is an urgent problem since the federal has provided for a cut-off date with respect to the presentation of projects. If this cut-off date is, as we have been told, May 15, 1966, several municipalities will be deprived of a centennial project.

The CHAIRMAN: Since the question was authorized, the answer will be authorized too.

(English)

I would like to have the opinion of the Committee on whether you want to proceed in a strict order, or whether it is as efficient to go from one vote to the other. I personally have no particular views on that. I want the Committee to be clear about how it wants to operate.

Mr. TRUDEAU: We are having the assistants of the Minister and we may as well follow the order so they will know in what order to be present.

The CHAIRMAN: Shall we follow the order after this question?

Mr. TRUDEAU: I have no objection, Mr. Chairman.

The CHAIRMAN: It should be understood I think that the proposal to go from one vote to the other in the order that they are presented is to apply while the Minister is with us. Of course, after the Minister has finished we will have

to proceed in a very irregular way according to the fact that the heads of agencies are free to come on this day or not. This is for questions to be directed to the Minister this afternoon.

Mr. PRITTIE: Mr. Chairman, before your proceed, I think the Committee should be informed that the Steering Committee met for a few minutes before this meeting, and decided on certain dates when certain agencies would appear. I think the Committee should know which agencies are appearing and we may defer some of those questions from today rather than try to deal with them all now.

Mr. BASFORD: Mr. Chairman, during your absence the steering committee met once and decided to have various agencies, and then we had a meeting here today. The present program which is somewhat tentative is a meeting Friday morning, June 9 at 9.30 a.m. with representatives from the Canada Council; Monday, June 13 at 3.30 p.m. for the Public Archives and National Library; 8.00 p.m. that night on the National Gallery; Friday, June 17 at 9.30 a.m., the National Arts Centre; Tuesday, June 21 at 3.30 and 8.00 p.m. the Centennial Commission and such further time as may be required for the Centennial Commission and that, so far, is the tentative program of the sittings.

The CHAIRMAN: One minute, please.

Mr. MACDONALD (*Prince*): I just wanted to clarify one thing. Is the Minister to be here just this afternoon, Mr. Chairman? If so, I think we should try and keep our questions to a more or less general nature in discussing policy related questions rather than detailed questions.

Miss LAMARSH: Well, I will be glad to come, Mr. Chairman, whenever I am requested to. The difficulty is, Mr. Chairman, and I hope you will forgive me using the phrase, that the Secretary of State's Department is not a department like the others. Other departments are a pyramid; it is an easy line of responsibility with one or two Deputy Ministers; the departmental responsibility goes down from there. But the Secretary of State's department is a kind of new venture and while I have at the moment two deputies, the Registrar General on one side, and the Undersecretary of State on the other; their responsibility, as is mine, and their freedom of action, is really quite limited since each of the agencies stands alone and most of them have boards to manage and direct them. So that the kind of question that Mr. Asselin asked me is one that I will not in all cases be able to answer. As a matter of fact, in most cases not, because the actual management, such as health and welfare, I would know about, and would have been called upon to help decide, has been decided in the commission or board or agency, and unless there has been some special reason to bring it to my notice, I may not know about it. For instance, with regard to the centennial buildings, the provincial buildings that is the major provincial buildings where \$2.5 million has been granted by the federal government to the province, in many cases they are not completed. Some have barely begun the digging out of the site, particularly in Ontario. As was announced in the budget the government, in an attempt to extend the completion period and take some pressure off the construction industry, is not going to require what had been required before, that these buildings be constructed before centennial year. We would like them to be constructed. Our responsibility is that we would like them to be all ready

for use by that time, but just as in the National Arts Centre this is not possible in some cases.

This is not at the moment true of individual municipalities, and there has been a very wide ranging divergence in thought and planning in municipalities. Some of them started three or four years ago; some have just now awakened to the fact that next year is Canada's hundredth birthday. Obviously a cut-off date had to be given which was May 15. This date was decided on by the National Centennial Committee, and it may be that the date will be extended. I do not know. It is their decision and their recommendation. I do not mean to say by this that the government cannot overrule it and say we will make these grants beyond a certain period, but these are the recommendations made to the government.

I had hoped that there would be no municipality of any size in this country that would not have a Centennial project of lasting significance. There will be some obviously because there are more than 1,900 odd municipalities in the country. I think one of the glaring examples which we all can see as members of Parliament is the city of Hull which as yet has no Centennial project, and which is very anxious to do this, and I think as a part of at least the area of the national capital, we all would like to see something there. So I might respectfully suggest to the hon. member to put this to a representative of the Centennial Commission when it appears here to make his representations to them, where it will be discussed by a board of which I, as Minister, am not a member, and from whom I will have a series of recommendations.

Mr. PRITTIE: Is there a representative of the Centennial Commission here today? I just want to suggest that if there is—

Miss LAMARSH: Yes there is.

Mr. PRITTIE:—and he has heard Mr. Asselin's point, I would be glad if he would communicate it to them.

Mr. BASFORD: Mr. Chairman, in further answer to Mr. MacDonald's question, when the steering committee met last week it was the feeling that before we proceeded with the specific agencies and a specific examination of them the Minister might wish to make a general statement, in that her first statement on item 1 consisted of a very limited aspect of broadcasting, and that is the reason that this meeting has been arranged.

Mr. MACDONALD (*Prince*): Mr. Chairman, I just wondered in how much detail Miss LaMarsh was prepared to answer the questions, and how much detail we should discuss with her specifically and then later on, as we go through this in greater detail with the representatives of the various commissions or bodies.

Miss LAMARSH: Well, I might at my peril perhaps try to give the Committee an example. There is present the financial officer and the secretary of the Centennial Commission but not the commissioner or the associate commissioner. Some policy decisions are made at that level and some further up. Let us take for a moment, the National Gallery, on the question of an acquisition of a rather bigger amount than has been contemplated before this. The estimates call for \$500,000 a year. That is fixed; it is there, and it is as a result of the



director and her staff who will make recommendations to the National Gallery Board and, as a result of this, it will come to Mr. Steele, the Under Secretary of State who will arrive at a figure that we decide to ask for each year for acquisitions. For something completely different, as for instance, the da Vinci, would be a matter for the government to decide whether this kind of money would be set aside for this purpose. Obviously the government would not do this without consulting the director and the Board, and to forestall trouble for Dr. Boggs, I should like to say that I have never formally asked the Director or the Board to consider the matter yet anyway. So that things which are beyond the ordinary or things which are policy are decided at the level of the Secretary of State and the Under Secretary of State, with cabinet and government approval, but the day to day operation, indeed more than the day to day operation, the living heart of the agencies is that of the Director or commissioner or chairman and his staff. I do not personally have all detailed information any more than I do about who decides the budget for "7 Days". I do not know that.

An hon. MEMBER: You have a pretty good idea.

Miss LAMARSH: I have a better idea now than I ever had before; at least I am grateful to the Committee for having had an opportunity to go into it. It will have to be, I would think, Mr. Chairman, the technical people, the specialists in the field who could answer these detailed questions.

The CHAIRMAN: Is the committee clear on procedure now?

Mr. LANGLOIS (*Mégantic*): There is just one thing I wanted to bring up, Mr. Chairman. Mr. Basford suggested an agenda a few minutes ago and I was wondering if we were going to accept it as he presented it and if we could have a copy of that.

● (4:30 p.m.)

The CHAIRMAN: This was meant to be a recommendation of the steering committee to the larger committee. It just came up because—

Mr. BASFORD: This is still tentative because many of these agencies have not been contacted and the availability of their directors or chairmen, as the case may be, has not been determined. The only firm date is the Canada Council on this Friday.

Miss LAMARSH: I might say, Mr. Chairman, the directors I see here today are Mr. Carson, the Chairman of the Civil Service Commission, Dr. Boggs, the Director of the National Gallery, Mr. Miquelon, the Deputy Registrar General who is only watching, he says, and the Under Secretary of State who is watching too; and the others are not the tops of the agencies. I do not know whether either Mr. Carson or Dr. Boggs is in a position to start appearing before the Committee today. They might be, I do not know. I know that many people are anxious to meet Dr. Boggs, and while Mr. Carson is not as pretty, he is very bright, and very charming.

Mr. SHERMAN: Might I ask Mr. Basford, Mr. Chairman, if some of these agencies have not yet been contacted and therefore the date on the agenda has not been firmed up, will the steering committee receive submissions from other



members of the Committee with a view to changing some of the dates that you have suggested. Are these dates fixed in the steering committee's mind?

Mr. BASFORD: Mr. Sherman may recall at the conclusion of the last meeting of the Committee which sat late, and possibly Mr. Sherman had to leave, I forget, I announced that the steering committee would arrange subsequent meetings of the Committee, but that the organization of the meetings was somewhat difficult because it consisted of co-ordinating the Committee itself, the agencies that would be available, and when they would be available, and also working with the co-ordinator of committees to get an appropriate time to meet. The last of those points has proved to be the greatest difficulty. Mr. Sherman will appreciate that there are a great many committees meeting and in fact, meetings on Tuesdays and Thursdays are completely out of the question at the moment. This Committee cannot physically meet on a Tuesday or a Thursday because of the demands on members to meet with other committees and because of the demands on the facilities of this building and of the translation department and the recording department. Therefore, we have had to arrange meetings at times other than Tuesdays and Thursdays. That has been our problem. I also announced when we met last that if people had ideas on what agencies they wanted to hear, and in what order they wanted to hear them, they should make representations to their representative on the steering committee. I would suggest, therefore, that Mr. Sherman talk to the person on is right.

Mr. MACDONALD (*Prince*): Mr. Chairman, just while we are discussing this matter of procedure, there is this paramount concern that is with me, and since I am speaking as a backbench member of the Broadcasting Committee, we were agreed last Thursday that the steering committee would begin work on a draft of the interim report of our Committee with regard to our inquiry or what have you on "7 Days". Has this been done? Is it moving along at a good pace because we only have about two weeks, I believe, in which to complete what I consider to be a very important document?

Mr. BASFORD: Mr. Chairman, as the Committee knows the Chairman has been in Peru; I envy him for it, and I felt that as Vice-Chairman I was not in a position to convene the steering committee for purposes of writing a report, the importance of which Mr. MacDonald brings to mind. I am sure now that we have our Chairman back with us we will be proceeding post-haste with the preparation of this report.

Mr. PRITTIE: Mr. Chairman, in any case the seventh day is the deadline for receiving further written submissions from any interested parties on the "Seven Days" dispute?

Mr. FAIRWEATHER: And we set the meeting of the Board of Directors of the B.C. on the 27th as the deadline for our interim report so we have two weeks.

Mr. BASFORD: I have a question I would like to direct to the Secretary of State if that is the point of meeting we have reached.

*Translation)*

Mr. ALLARD: At the last meeting I asked that the Chairman of the B.B.G. be called. That was a proposal that may perhaps be taken into consideration by the steering committee. Was a decision taken on this?

(English)

The CHAIRMAN: Was there a decision taken?

Mr. BASFORD: These were matters still pending before the Steering Committee.

The CHAIRMAN: I think the Committee wishes its questions directed to the Minister in the order that the various branches appear here in the estimates. Shall I take that for granted?

(Translation)

Mr. ASSELIN: On a point of Order, Mr. Chairman, since I raised an urgent question, I do not mind following the decision of this Committee, but since I raised an urgent question in respect of the consideration of the Minister's estimates. Could the Minister confirm that she will transmit my request immediately to the Centennial Commission authorities so that when we will get to this item, she will be ready to answer and that they would be ready to answer.

(English)

Miss LAMARSH: Mr. Chairman, I will have to check to see if we do that at present.

Mr. FAIRWEATHER: Since I have been called, I am interested in the university grants item, 23 S on page 430.

The CHAIRMAN: Well, I should ask if other members are interested in other divisions that appear higher on the list.

Mr. MACDONALD (*Prince*): Well, my question is not on the list in the sense that it arises out of Miss LaMarsh's own comments. Is this fair game? Could we ask her to elaborate a bit on one of her own comments in her remarks? It dealt with the expansion of the National Film Board. I do not know whether you want me to wait until we get to it.

The CHAIRMAN: Yes. It would come later, I think.

Mr. BASFORD: Mine is on the university grants in the centennial committee.

Mr. MACQUARRIE: If no one has a question under item 1, I will field a small one, Mr. Chairman. I am interested in the grant to the Fathers of Confederation Memorial Trust, particularly in its reduction. Does this follow a discussion with that body as to any lessening of need? Am I right in assuming that this is maintenance, then?

Miss LAMARSH: The Under Secretary of State, Mr. Chairman, informs me that this resulted from a review by the department of the financial position of the Centre, and for that reason the reduction was made and that presently under consideration there is a new submission by the Centre with respect to their operating needs.

Mr. MACQUARRIE: I doubt whether they are suggesting a further reduction.

Miss LAMARSH: Lately it does not seem that anyone is having a reduction in any regard. This has been an enormously successful Centre, as I am sure everyone is prepared to acknowledge. It has a tremendous influence on the life

to the Island and really most probably on the children who crowd the art  
classes and have a new dimension in life as the result of the construction of the  
Centre.

Mr. MACQUARRIE: It even helps our mature young people, too.

Miss LAMARSH: I think every young person in Prince Edward Island is  
increasingly matured of late.

Mr. MACQUARRIE: Very good.

Mr. STANBURY: Having visited this centre with my family last summer I  
must say that I am very enthusiastic about it and about what it is doing, but at  
the same time I was disappointed and distressed as a Canadian to find that the  
area as a whole, all of which I presume does not come under this trust, was in  
the state of most disreputable maintenance.

Miss LAMARSH: In the city of Charlottetown?

Mr. STANBURY: I do not mean the city itself but the provincial building  
which houses the Confederation Room where the Fathers of Confederation met  
appeared to be in a most unsatisfactory state. I wonder whether there is  
anything the government of Canada can do to co-operate with the government  
of Prince Edward Island, whichever government it might be, to ensure that this  
place which should be something in the nature of a national shrine is treated with  
the respect and attention it deserves. There seemed to be no provision for any  
sort of guard, certainly there was no appearance of any Royal Canadian  
Mounted Police, for instance, which might be quite a decoration for such an  
historic site. I wonder whether some arrangements might be entered into with  
the government of Prince Edward Island to ensure that the whole area is  
maintained in a way which is in keeping with the national interest.

My hon. friend shows me an item from the Charlottetown newspaper which  
indicates that there is going to be some landscaping done there. I welcome that,  
but I think the whole atmosphere surrounding this very lovely new building is  
not one in keeping with our national pride. While it does not fall entirely within  
the purview of the Secretary of State I think she has become something in the  
figure of a protector of our national heritage under this new department. I  
wonder if she could take this under consideration.

Miss LAMARSH: This is the provincial legislative buildings?

Mr. STANBURY: Yes.

Miss LAMARSH: It has some obvious difficulties, of course, which might be  
reflected tenfold, but I understand that the Confederation Chambers are of  
particular concern and this might well be a matter of concern. Perhaps when  
we are able to ascertain what is the government of Prince Edward Island, it  
might be well worth considering, because certainly the Island is itself a little  
jewel and even if sometimes it has political aberrations, it has without any doubt  
some of the best of Canadians in it who have contributed in a unique way to  
the establishment of Canadian Confederation.

Mr. STANBURY: It was a bit of a shock to find in the heart of such a neat  
land a rather disappointing site of the confederation chamber, and one which  
was not apparently given much attention, or it did not appear to be given much



attention, by those in charge of it. I wonder whether there could not be some more national appreciation of the site, particularly—

Miss LAMARSH: They are going to put a parkway right up in there I think.

Mr. STANBURY: —with a proper guard for the site and perhaps some recognition of the fact that there are many thousands of tourists coming to it not as the provincial buildings of Prince Edward Island, but as a national historic site, and as I say something of a national shrine.

Miss LAMARSH: It might be a very useful thing to declare it a national historic site. In this case I would refer Mr. Stanbury to my seatmate, the Minister of Northern Affairs.

Mr. MACDONALD (*Prince*): Well, Mr. Chairman, my understanding is that the provincial building is now a part of the Fathers of Confederation Memorial Trust, and in that light they would have some responsibility for making the building more of a shrine, in keeping with the whole national history of the place, but I would like to come to the defence of those who have already worked over the last two or three years to do something with the building. I say, in the first instance, that one of the perhaps typical island things about it was that it was so accessible and it was such a natural part of the atmosphere of Prince Edward Island, which I think is a good quality; perhaps it was almost a little too accessible at times and maybe we did not quite realize how valuable it was and that it is the only chamber now left in existence that reflects the influence of that era.

There has been a good deal that has taken place in the building. I am not sure just when Mr. Stanbury visited it but I know that they have made considerable improvements and attempts to restore the chamber itself to its original condition to reflect the atmosphere of 1864. I know too that a number of other rooms related to it have been redecorated and that—I think I am right in this—much has been done at the instigation of local people. It would be hoped I think that if future improvements are to be made, if decorations, as you call them, in the persons of RCMP are to be put there, certainly there will need to be federal assistance in this regard. I do not think it should be painted quite as black and white as Mr. Stanbury has done to the Committee. I have been in and out of that chamber since I was knee high to a grasshopper and I think I can say safely that there has been a good deal of improvement take place, and a good deal of sense of recapture of some of that era.

Mr. FAIRWEATHER: He is comparing it with Toronto's new City Hall.

Mr. MACQUARRIE: If I might say a further word, Mr. Chairman, in fact that much of the problem that I believe Mr. Stanbury was distressed about stems from the fact that the contractors and all concerned did a magnificent job in finishing the building on schedule, and such things as landscaping were left to the end and indeed some of the grounds of the existing provincial buildings were used to show our rather ugly construction equipment, but that is much improved.

Miss LAMARSH: If I may make a personal remark, Mr. Chairman, I think the chamber itself is in beautiful condition. I have always been impressed on entering the legislative buildings with the wearing of the steps, the sense of



history in them of the thousands and thousands of people who have come and gone just as legislators have done.

I do not know what the provincial government would think about the matter of restoring its own legislature but I would think, apart from the chamber itself, the federal government might be on very treacherous ground in encroaching on the province so far as actually housing the provincial legislature is concerned.

Mr. STANBURY: Mr. Chairman, I only raised it because of not having grown up with this in my backyard, as two of the Members have, it was a bit of a shock to me, and particularly in contrast to what we see when we hear that places of similar importance, for instance, in the United States. I just felt that it was something, particularly as we approach our centennial, that we should be taking a particular interest in. I am quite willing as a federal member to accept the fact that there should be some responsibility financially on the part of the federal government to assist in any dressing up of this building.

Miss LAMARSH: I would be very happy to look into what Mr. MacDonald has said about the Trust now handling the legislative building as well. My Under Secretary informs me that we do not know of this; the terms of the Trust now are not within our knowledge, but we would be very happy to look into the situation.

Mr. SHERMAN: If I might just make a personal observation, Mr. Chairman, I think Mr. Stanbury is to be commended for the broad national view that he takes in this subject.

Miss LAMARSH: Typical of Toronto, I think.

Mr. SHERMAN: No; I was going to say, Miss LaMarsh, that it is certainly a welcome change, reflecting an entirely new attitude, getting away from the old parochial approach that has sometimes been expressed by members from the part of the country that he represents.

Miss LAMARSH: Mr. Sherman, nobody from Toronto has talked in a parochial way for so long; they are citizens of Canada now.

Mr. MACQUARRIE: Mr. Chairman, I find myself, interested in one of the remarks of the Minister, about political aberrations, and ask her where else could you produce a minority government with only two parties?

Miss LAMARSH: I would hope that none of the other provinces will try to produce a minority government with just two parties, even with four of six—

The CHAIRMAN: Does item 1 carry?

Item agreed to.

5. Corporations Branch, \$197,500.

Miss LAMARSH: This is the matter which is about to be, and in fact is largely handled by the President of the Privy Council with the Registrar General of Canada responsible.

Mr. BASFORD: With reference to the estimates, whose estimates will they come under?

Miss LAMARSH: They are within my estimates in the House, and I would think before this Committee. If the Committee wants to deal with it, Mr Favreau would be the one to question.

Mr. BASFORD: Is this Committee expected to report on these estimates?

Miss LAMARSH: This Committee? Yes, all of them.

Mr. BASFORD: On number five.

Miss LAMARSH: Yes.

The CHAIRMAN: Do you want to leave this open?

Mr. BASFORD: I think you should stand it. Mr. Chairman.  
Item stands.

The CHAIRMAN: Item 10?

10. Translation Bureau, \$2,998,600.

Mr. LANGLOIS: I would like to have a clarification on the translation bureau I would like to ask the Minister the extent of the translation bureau. What does it cover, in fact? Does it cover all the government facilities and translation? Would the Minister care to comment on that? I know she mentioned in her opening statement something about translation, I let it go by because I thought I could return to it under this item.

Miss LAMARSH: Mr. Chairman, the Translation Bureau is the translation bureau of the government, for all of the departments, the crown agencies, with some exceptions, royal commissions, papers for returns; all these matters are translated here. In the departments, in most cases, there is translator or perhaps two who do things like minister's speeches and matters of that kind: in some cases, longer documentation, but by and large this covers both in and out of the House of Commons, and the Senate all the translators.

Mr. LANGLOIS: Is there a close relation between that and the civil service or is there any relation between the two?

Miss LAMARSH: They both report to the Secretary of State. They are civil servants.

Mr. LANGLOIS: Does the employment of people working in the translation bureau have to go through the civil service or is that quite different?

Miss LAMARSH: Yes. They are civil servants.

Mr. LANGLOIS: Does this translation bureau just do oral translation, or for example, does the CBC come under it too, and the BBG, or anybody that works within these corporations.

Miss LAMARSH: The CBC has its own.

Mr. LANGLOIS: The CBC has its own.

Miss LAMARSH: This is both oral and written, *Hansard*, the Committee hearings, royal inquiries, anything.

Mr. LANGLOIS: It does the hiring for any departments that need such translators.

Miss LAMARSH: It does the work, the civil recruits.

Mr. LANGLOIS: Recruits the people?

Miss LAMARSH: For this department.

Mr. LANGLOIS: At the moment is there difficulty in obtaining recruits?

Miss LAMARSH: All of the positions are not filled, but because of the higher wages, and a vigorous recruiting program we have filled all of last year's requirements. We have added more new positions but they are not yet all filled.

Mr. LANGLOIS: I go back to the CBC because I have a specific case in mind. Suppose they did not need help at CBC and a person had made an application for a position but was not referred to any other department when possibly he should have been. I think I spoke to the Minister about it last September. This chap is still waiting for an answer. Possibly he could have been sent some place else because, with his qualifications he might have been able to find something to suit him. Actually, as far as being in the translation field is concerned you have to speak the two languages. I was wondering how they could co-ordinate a thing like that and whether they could make it a policy, when they do not need somebody for example in the CBC, to recommend that the person be sent somewhere else. This particular fellow had had experience in radio broadcasting in French and English for ten years. He was good for something on that sort of translation if he was not good for written translation. He was good on oral parts and he is still waiting for an answer and that dates back to September some time. In this regard the Minister tells me there is a lack of translators or there are some positions still open and he has not heard anything about them.

Miss LAMARSH: I am informed that when someone applies, for instance, for a CBC translation job, if turned down and not accepted for it, or if having been accepted no work was available at the moment, they simply sit there and wait until there was work available. If they had been turned down, I think not necessarily would the Civil Service inform them that there might be other fliers out for other jobs. The commission would certainly want to hear from anyone who was interested in doing this sort of work, and who was competent.

Mr. LANGLOIS: I might clarify this. I think the man had had experience in radio broadcasting so he actually applied for a radio broadcasting job but his qualifications were stated, and the man was possibly as bilingual as you will meet anywhere. In this event I think he told the CBC that he was waiting for the job; he had a family and he has been waiting since September and they should have guided him along to another department such as this translation bureau which probably could have benefited from his services, and it would have been an advantage to both parties in question. This is one example I have but there might be more, and I was wondering if there was not some place that we could refer him to, or if the other departments could be told at that time, if you do not have an opening refer him to some place else.

Miss LAMARSH: I am informed there are lots of differences in the kind of bilingualism there is. The hon. member, Mr. Chairman, is a very bilingual person as indeed the Chairman is; perhaps not so in writing; perhaps not so in



translating from French to English or English to French which are quite different skills. There are some cases that require people with a specialized knowledge of technical language in one or the other languages. It is not everyone who has sufficient skills to be employed by the Translation bureau. I know from time to time when there has been a shortage of people and there has appeared to be a bottleneck, I had people say to me take bilingual students from universities and what not. In discussing this with the chief of the Translation bureau, we found that these people just cannot cope with it, because they make what we might call a rough translation and then when this is put before the checker, it is not perfect English or perfect French, as ought to emanate from the federal government of Canada.

In fact a lot of money is wasted by hiring people who would just do rough work; a lot of time is wasted because maybe we will send out ten pages at a time to half a dozen different people and the work has to be virtually all redone. It wastes money, too. We have, as you know, a Montreal translation branch, which is also responsible through here because there are a number of very competent translators who did not want to move to Ottawa, so we set up a branch there and we send material to them. In the two places we try to get people who are very, very competent, and as might be appreciated, there is a tremendous demand all over the country for people like this.

Mr. LANGLOIS: I quite agree with the Minister on that, Mr. Chairman. This is why I asked this question. To go into translation you have to be practically perfect on the job that you have to do. There are some of these people that have these qualifications, at least mastering to some extent both languages, and they also have experience in another branch. This particular fellow had experience in radio broadcasting, but possibly some other people that do not come up to the requirements of the translation bureau, the qualifications necessary in the languages involved, possibly could fit into another department which would need the services of such a person. I think as time goes by the need for more and more people that have both languages will become greater.

Miss LAMARSH: I hope not only the Translation Bureau, but perhaps some time we will reach the point where every Canadian is himself his own translator.

Mr. LANGLOIS: But within the whole civil service structure, I think the need will become greater and greater and I was trying to find out how this difficulty could be overcome. I myself have had a lot of people come to me with a certain background and certain experience in one field. I know they have both languages; they have mastered them to a certain extent, not enough to be translators; but they could be an advantage to the civil service somewhere and I was wondering how you could direct these people.

Miss LAMARSH: Mr. Chairman, this is an increasingly important problem and might I suggest that the hon. member put this to Mr. Carson when he appears for the Civil Service before this Committee. They are doing a considerable amount of work on the question of bilingualism and the provision of such facilities and I am sure will be able to satisfy the hon. member.

Mr. BASFORD: Mr. Chairman, are services of the translation bureau available to members of Parliament.



Miss LAMARSH: No, Mr. Chairman. They are always very hard pressed for royal commission reports; it takes weeks to have these matters translated. If we made this available to members of Parliament on a sort of first come, first served basis, I am afraid we would have an even more impossible delay which already members of the House are complaining about in the matter of translation. I understand some go to the law branch, some people hire some of these cute little French Canadian secretaries.

Mr. BASFORD: That suggestion is an appealing one, but I wonder if the Minister would give some thought to the first suggestion.

Miss LAMARSH: It is a real difficulty. There is a terrific shortage of people.

Mr. BASFORD: I asked the question because I have four French speaking constituents who write to me and I would like to reply to them in perfect French.

Mr. LANGLOIS: Is the government thinking, for the benefit of the House, about setting up a small translation committee like that?

Miss LAMARSH: We are hopeful of the fact that all members will become bilingual.

Mr. LANGLOIS: Well this is a good thing possibly, but even so, I think it would be an advantage to the House—

Miss LAMARSH: I do not think Mr. Basford would come in there.

Mr. LANGLOIS: It might be an advantage to the House in that respect because I have some letters presently that I have received from different cabinet ministers even, and I have to translate them, either myself or send them back and ask for them in French because the people I am sending them out to are French people, and the letter came back in English. The letter I received was in English. I know that I have had other members come to my office to get their letters translated, and I do it willingly but if we had possibly some small staff for the members of Parliament—it might come under the Speaker's jurisdiction, I would not know—it would certainly be an advantage to the House.

Miss LAMARSH: But the translators in the House are under the Secretary of State.

Mr. LANGLOIS: Well, that would probably come under your department too, I gather.

Miss LAMARSH: The difficulty is, as I say, the matter of priorities and there are just not enough qualified people in this field. They are very hard to find.

Mr. LANGLOIS: Could the Minister not recommend?

Miss LAMARSH: This is the difficulty. I have had a number recommended to me, but some of these people are not qualified. The fellow may appear to interpret very well, but that is not translation. Of course, the emanation of a government which has two official languages should be perfect in both languages. It should not even appear to be translation of one another, and this takes very highly skilled people. There are not very many of them. Accordingly, the hope is that members who I know always wish to increase

their skill, will themselves become bilingual for the obvious purpose of being able to communicate with their own constituents.

Mr. LANGLOIS: But even so, Mr. Chairman, especially in the field of politics where a sentence can have a different meaning, you just cannot translate one sentence from one language to another word for word because it can have an entirely different meaning. Sometimes you have to have the whole paragraph to grasp the meaning as well when you start translating from French to English or English to French. This is where the Minister mentioned a while ago when the Members would be bilingual, but in the meantime, it takes an awful lot of practice to get to that point. This is where a highly skilled translation bureau for the House would be very efficient and very well accepted, I think. It is mostly always the same thing, political issues; there are no technical terms in it. I have already had to translate an engineer's plan for a school into French, and I must say that that gave me difficulty because there are some technical terms in English that do not exist in French and vice versa. We are not talking about that. This is a point of straight translating, keeping the sense of the sentence or the meaning of the letter or whatever it is. I think before we attain that for each member of the House, we are going to have to wait a long time, so it would probably be a very good thing if we could start setting up this committee or this translation bureau, build it up over the years, so that it would be efficient and large enough to fulfil the demands of the future years.

Miss LAMARSH: Mr. Chairman, I would be glad to look into the possibility of it. I cannot say that we would take someone who was less proficient to answer the members' mail. Members would not want to send out mail with errors in translation. It might be that the party caucuses would like to hire someone who would do that kind of thing. As a private member I think I had a Mrs. Bourget who was a highly bilingual secretary and she used to help me with the translation. Not everyone is all that lucky.

Mr. STAFFORD: Where is the Translation Bureau located?

Miss LAMARSH: Physically?

Mr. STAFFORD: Yes. How far from the House?

Miss LAMARSH: Mainly on the eleventh floor of the Canadian building on Laurier Avenue, but the translators in the department also belong to it and they are located close to their work, usually with an office in the department to which they are assigned.

Mr. STAFFORD: What percentage of the total work of the translation bureau would be done for the House of Commons, including the committees?

Miss LAMARSH: Mr. Henry Mayer, the director, might be able to answer this kind of question better than I. I suppose that would vary from year to year, depending on how long the House sits and how active the committees are, and how many royal commissions are reporting. I really do not know.

Mr. STAFFORD: Because of the steady flow of work from the House of Commons, has it ever been suggested that it might be more effective that the House have its own translation bureau?

Miss LAMARSH: I think it has, yes.

Mr. STAFFORD: Would not the work of the committees be more up to date and the translation done faster and the work done quicker if we had this bureau?

Miss LAMARSH: The interpreters and translators, the people who are doing this kind of committee work, are generally located in and about the House of Commons. They do not come up from the Canadian building. They are like the departmental people. They are on the spot. I think the translation service started in the House of Commons, and it has spread from there and is now more centralized because it spreads into each department.

Item agreed to.

NATIONAL MUSEUM OF CANADA

15. Administration, operation and maintenance, \$2,240,000.

Mr. HYMMEN: Mr. Chairman, I would like to ask the Minister a question which has to do with the increase in the staff of the National Museum. I ask this question because as she has already mentioned, I know, that both she and we would like to see these new buildings but the new buildings I believe are a little bit away. I was just wondering if there was some general explanation of the increase in personnel in the interim period.

Miss LAMARSH: It is from two points, I think, the staff for research and the staff for display. We cannot wait until we have a new building to augment and upgrade the staff we have in the Museum. People are highly skilled and when they become available we try to get hold of them, whether we have a building or not. And one of the real difficulties in holding on to them is the absence of a building. It should be the other way around.

The CHAIRMAN: Are there any other questions?

Item 15 carried?

Mr. BASFORD: Mr. Chairman, the agencies are going to come before us, I do not think we can carry the estimate until the director comes before us. We presumably are going to have the director of the National Museum here, so I think the item should stand until he appears.

Mr. LANGLOIS: Mr. Chairman, the same thing applies to item 10 that we have passed, I had the intention of coming back to it when the civil service people appear before the Committee. Why not carry it for the Minister today and if we have any other questions we can follow the same procedure when the other department people appear.

Mr. BASFORD: The item we passed is item 10, which is the translation bureau. The Civil Service Commission item has not been passed, and these are quite separate items.

Mr. LANGLOIS: The civil service would have the same item left.

The CHAIRMAN: No; let us just pass from one item to the other and we will see when the agencies are before us. I think there were members who expressed an intention to ask questions on university grants.

Mr. FAIRWEATHER: First of all, I want to thank the Minister. If I can editorialize it is a fine idea to have this area centralized under the aegis of the



Minister. It has been really just floating, because it has not had any anchor and I am glad it will be under the Secretary of State. I wonder what success the Minister has had with recruitment of a co-ordinator. We have all noted the ad in the newspapers recently. Has there been any success in obtaining this official?

Miss LAMARSH: Applications are still being received for this position. There has been a very good response but as yet they have not been screened. No one has been chosen.

Mr. FAIRWEATHER: I just happened to notice the date of closing. Of course, \$28,220,000 is what—about one-tenth of the money that the government of Canada spends on various aids to education. Is that a fair estimate?

Miss LAMARSH: I am informed that that is about right.

Mr. FAIRWEATHER: Would it be the intention that when the co-ordinator is selected that all the various agencies of the government of Canada spending money on education would be co-ordinated?

Miss LAMARSH: They would be co-ordinated, Mr. Chairman, but not necessarily directly under the Secretary of State. This co-ordinator's responsibility will be not only university grants and perhaps students loans, or students' assistance directly, or per capita grants, or operating grants, things of this kind, but also the co-ordination in other departments of the assistance that is given to education.

Mr. FAIRWEATHER: Like Indian affairs, Eskimos, and so on; armed service personnel. I do not know whether this is a fair question, but if it is not we can forget it and I will ask it in another arena. Is active consideration being given to the capital recommendations of the Bladen Commission?

Miss LAMARSH: Yes, Mr. Chairman.

The CHAIRMAN: Item 35.

Mr. FAIRWEATHER: There were more questions about the university grants.

Mr. BASFORD: Mr. Fairweather, having a great mind, asked the questions I was thinking of asking.

Mr. STANBURY: Mr. Chairman, I am interested in this field too, and I am very gratified that we are going to have what amounts to a federal office of education. I am wondering when it is expected that this will actually be in operation. Does the acquisition of the co-ordinator initiate the office?

Miss LAMARSH: In a sense, in the last few months it has been in operation. The Under Secretary has been chairing an inter-departmental committee, and has been responsible for dealing with provincial governments and universities or teaching associations and what-not, so that the work is really under way under Mr. Steele. Because of his other responsibilities, of course, he is not going to be able to give full time to it as it grows and burgeons, and for that reason the co-ordinator who reports through him and the department itself will be coming in. It will be appreciated that in this re-structuring of the department of Secretary of State, all these agencies, some fourteen of them with their own heads, report up through the Under Secretary. There has not been any sort of



line operation but there are now to be line operations, fundamental operations as such directly under the Under Secretary in the fields of both education and citizenship. At the moment there are a few people, one of them is Mr. Hamel whom the House yesterday appointed as Chief Electoral Officer, and that is one less person we have working with us at the moment, but recruiting is going on as the program develops.

Mr. STANBURY: Is the Under Secretary now doing the kind of co-ordination you spoke of among the different departments in the field of education?

Miss LAMARSH: Yes. Up until now it has been largely the process of being an information centre and drawing together all these kinds of things.

Mr. STANBURY: The idea is that the co-ordinator will be a person particularly cognizant of educational problems and will have the responsibility of co-ordinating the educational functions not only which come under the direct authority of the Secretary of State, but those from other departments of government as well.

Miss LAMARSH: Yes, Mr. Chairman. As might be expected, most of the applicants have been people from the university field.

Mr. STANBURY: I was about to observe that this is a tremendous landmark which we have achieved almost unnoticed.

Mr. FAIRWEATHER: Is this deliberate? If the hon. member for York-Scarborough is right, I wonder why there is not any articulation of this?

Miss LAMARSH: Well, Mr. Chairman, I have mentioned it in several speeches, but Mr. Steele really is the reason I think why we are concerned in the Secretary of State department. He has been the chairman of this committee which is developing the government's response to the needs for assisting in the educational field. I would think that it is largely because the government organization bill has been ready to go through the House for such a long time. Until that actually happened we were not in a position to spend the money or to recruit or do very much in the Secretary of State's department, or launch ourselves more or less publicly in the field. Indeed, it is not a field I suppose that much publicity will be given to, except to those interested in the universities and in the higher education and research field.

Mr. TRUDEAU: Mr. Chairman, I was wondering if the reason why no more publicity was being given was that there was some constitutional difficulty. I wonder if I could ask the Minister whether much thought is being given in the department to the constitutional implications of some of these things.

Miss LAMARSH: A very great deal of thought because of the obvious difficulty of creating a co-ordinating department. In the past, governments have put a great deal of money into assistance to learning of one kind or another, and have used various euphemisms to cover the fact that it was really operating in a field that might be called "education". "Education" may be defined now, as it has been in practice as being the pre-university level. For this municipalities and provinces are entirely responsible under the BNA Act. Perhaps it will have been noticed that the government organization bill does not say "education"; it says "learning" and in French it says "la dissémination du

savoir". The word "education" does not appear anywhere because of the obvious instinctive response of the provinces that it would be an encroachment on their constitutional field. It is generally felt that highly educated people and research must be mobile and thus this is more than provincial responsibility; here the government only reflects the people's feelings; that provincial boundaries do not interfere with the interchange of educated people and the necessity of developing them on the widest possible basis. This is not the kind of education which the Fathers of Confederation intended to lay upon the intermediate level of government. After all "education" in their context was only an enlargement of the family responsibility. The matter has been treated with as much delicacy as possible and the Under Secretary has visited the provinces and discussed with the deputy ministers responsible, and in some cases, with the Ministers, their views, of their responsibilities and the federal government's responsibility. Indeed, a conference which we anticipate will take place next week will deal as much with philosophical discussions of the responsibilities of the various levels of government, as with formula to meet that responsibility.

Mr. TRUDEAU: Mr. Chairman, this is a very interesting theory and I suppose we will know whether it is right or wrong if it is ever tested by the courts. I am prepared to assume for the sake of argument that it is right and I can see the very great advantages which would be coming to Canada if the constitutional theory is right, but if we kill men, for the sake of argument, that it is right, can we assume that the federal government will not accept any opting out provisions or any fiscal equivalents provisions. If it is right constitutionally, surely it is right for all provinces. If it is wrong for some provinces it is wrong for all. Is there any thought being given in the department to this provision; to the consequences of the acceptability or not of this constitutional theory?

Miss LAMARSH: I would personally agree with Mr. Trudeau, Mr. Chairman. Most of the opting out, in the true sense of the word, has been on fairly firm agreement that it be permitted only for mature developed programs which are shared-cost programs. In some instances, there has been a failure to opt in, which is slightly different; but notwithstanding the secondary, by this I mean pre-university levels, differences in the systems of education throughout the country, there appears to be a necessary similarity in the university and graduate work, obviously because it is not just similar in various parts of Canada; it is similar in various parts of the world. One cannot say that for instance, research in the field of cancer, or teachers to assist in research, is a Quebec matter, an Alberta matter or an Ontario matter, these fields should really not know any national boundaries, much less provincial boundaries. There are many who argue that in these cases the constitutional position is such that, the federal government has no business at all being in them, although it has been in them for a long time. There has been no particular outcry about it, and many of those people who argue that notwithstanding the constitutional position which presently should not permit this kind of involvement, there ought to be an amendment to the constitution to permit it. Then there are others who I think wear the cloak of real purists who say every kind of "learning" falls within "education"; but I am sure the Committee does not want me to go into a long legalistic or philosophical discussion of what is learning or education.

In any event, policy which is developed by a government first must reflect the direction that government would hope to go and then almost invariably that policy will be tempered and modified in some way by the necessity of getting it passed and working. Most of the institutions of higher education are already so framed as to have a very close liaison—perhaps to many people too close a liaison—with provincial governments as such. It is obviously necessary to make this a co-operative field. So politicians will always be artists of the possible; compromises, which in theory might be insupportable, may have to take place.

Mr. TRUDEAU: Well, Mr. Chairman, I agree with the Minister that it is important to compromise on what is possible but surely the constitution is there, and it must be obeyed. If there is any fundamental law in Canada, it is that, and if any other laws are to be obeyed by the citizens, surely the government must begin by obeying the constitution. Apparently there is some uncertainty in Canada on what the constitution says on this, but it would be nice if the members of the Committee knew what the government's thought was on this, and if they are interpreting the constitution in such a way that they think that the constitution says one thing for nine provinces and another for another. In other words, if the government is thinking of going further along the lines of opting out in fiscal doings and so on, it would be helpful, not only to this Committee, but to the citizens if the government were to state some of its constitutional theories. Then I think perhaps that is part of the answer which might be given to the members, when Mr. Fairclough says why is there not more—sorry I could not remember your name—

Miss LAMARSH: Well, the conference which had been anticipated for next week might have resolved some of these difficulties. I do not think the government in the past, in this field or others, has indicated that they think there is one constitution for nine provinces and another for the tenth.

Mr. TRUDEAU: It does, or does not?

Miss LAMARSH: I do not think it has indicated any such thing. I think that wherever there has been an opting out privilege it has been available to ten provinces, although all might not decide to accept it.

Mr. TRUDEAU: Mr. Chairman, I do not think I would want to argue that here.

Miss LAMARSH: In any event, Mr. Chairman, this particular item in these estimates is very out of date because the \$2 per capita university grant will have to have a supplementary estimate to bring it to the \$5 already announced. It will either be in supplementary estimates or next year's, the next stage of the learning program—"la dissémination du savoir" program. Is this a good translation, by the way?

The CHAIRMAN: Dissémination du savoir?

Miss LAMARSH: Yes, of learning.

The CHAIRMAN: Excellent.

Miss LAMARSH: They carry the right meaning.

The CHAIRMAN: We have a job of translation here.



Are there any other questions on this item? Centennial Commission then, 35.

35. General administration, including the National conference on the centennial of confederation, \$3,278,000.

Mr. SHERMAN: Mr. Minister I would appreciate some elaboration and education on items 35 and 40, in so far as they refer specifically to the national conference on the centennial of confederation. I note that under vote 35 the disbursements for the national conference on the centennial of confederation for the year just ended included the sum of \$635,000 for informational publications, exhibits, displays and films. In those same areas the total expenditure in the current fiscal year will be around \$800,000. Obviously I have been deprived of part of my education, but I am not very familiar with this national conference on the centennial of confederation, and where it differs from other programs and projects of national significance, it must differ because it is listed separately from those programs and projects covered under vote 40. Where has this money to publicize it and disseminate information on it gone, and where has that information gone? I have not encountered much of it myself, I would appreciate some illumination.

Miss LAMARSH: Vote 35, Mr. Chairman, is the general administration of the Centennial Commission which includes the National Conference. Vote 40 is the capital projects, other projects, the dollar per capita, which is granted by the federal and matched by the provincial government and at least matched by the municipalities. They are quite different. If I might deal for a moment with the per-capita program. Projects come up to the provinces, are approved at that level, come forward and are approved at the federal level and paid for from here; that is, the federal government pays a dollar, the province a dollar. I am sorry that is paid for from Vote 45. Vote 40, I am informed, but the present commissioner can give you more detailed information, has to do with such national projects as the Centennial Train and Caravans, and things of this kind. Vote 35 covers not only those who are employed by the Centennial Commission for the period up to and including Centennial year, their publications, their advertising and promotional material, but also the various board members' expenses. Board members are appointed to come every so often, I think it is every month or so—four times a year. There is in addition the National Conference which is to meet next on Sunday and Monday in Victoria, British Columbia, and it is to go on to the Yukon and the Northwest Territories from there. It has about 100 members, people appointed from all across the country.

In addition to this, there is a conference which does not have any prominent position under the Centennial which is a kind of dominion-provincial meeting of ministers and deputy ministers who are responsible in the provinces. The information publications, exhibits, displays and so on, cover a great many conferences which have been called and which the Centennial assists or pays the whole amount of, for promotional ideas, for engendering enthusiasm, for materials to assist individuals to go back into the community. Let me give the Committee one example of a one-day conference which was called for about six weeks ago, I think, at the Chateau Laurier, of representatives from all across Canada of communities and regions with a view to advancing the Centennial



program to paint up and clean up for Centennial year, a rural beautification program. In this program the federal government pays nothing toward the program but provides assistance and financial assistance towards this kind of conference, speakers and other aids.

The Centennial is increasing the number of people working for it now and it is increasing the amount of money it is spending, partly, of course, because of the initial expense—every year things cost more than they did the year before—but partly as well because much of the planning, relatively inexpensive, is over and the clothing of those plans with reality is now underway, and this is very expensive, as may be appreciated. The fruition of these plans will be, of course, the actual celebrations of Centennial year. Members have seen flags which are sent to each office, Centennial flags, Centennial pins, and promotional literature. They will be receiving within the next week or so one, two, three, or for sub lists showing the layout of Centennial projects and Centennial celebrations throughout the whole of next year across the whole country. The development of this program is really proceeding apace. We are still getting all kinds of ideas in for Centennial, but it is rather late to develop some of them. I can have it broken down for you. I know the secretary has this information. It might be that you would like to get this from Mr. Gauthier, the Associate Commissioner.

Mr. SHERMAN: Yes. A breakdown is not necessary at the moment. Thank you very much. I understand, in other words, that these are expenses which are related to and refer to the general dissemination of information about the centennial as a whole. We are not talking about a specific national conference on the centennial; we are talking about promotion of the whole centennial.

Miss LAMARSH: This body is called the national conference. There are 100 people and it has met twice a year and will meet too in the centennial year.

Mr. SHERMAN: Well that is fine. Thank you very much.

The CHAIRMAN: Other questions?

Mr. BASFORD: On Vote 45, I wish to ask a question about the so-called cultural grant of \$2,500,000 to each province. I take they are in Vote 45.

Miss LAMARSH: Yes.

Mr. BASFORD: Well, then I would like to ask about the Youth Travel program, which I take it is in Vote 35.

Miss LAMARSH: Vote 40, the youth travel program.

Mr. BASFORD: Well, then I will ask something about Vote 35. For the next meeting, or when the commissioner is here, I would like a list of the members of the conference.

Miss LAMARSH: The National Conference?

Mr. BASFORD: Yes.

Miss LAMARSH: That can be supplied.

Mr. BASFORD: And the names of those who were candidates in the last federal election and copies of letters from any of them who offered to resign during the election campaign.

Miss LAMARSH: I know of one in British Columbia. I am sorry, that was a member of the Board of Directors, not of the Conference. One member from British Columbia, a woman, offered to resign.

Mr. BASFORD: Could you table in the Committee her letter of resignation?

Miss LAMARSH: Yes. I will be glad to do that.

Mr. BASFORD: The youth travel program comes under another vote, does it?

Miss LAMARSH: Vote 40.

The CHAIRMAN: If there are no questions on 35 you can go to 40 with your next question.

40. Programs and projects of national significance including grants towards such programs and projects, \$9,519,500.

Mr. BASFORD: With regard to the youth travel program which I think is an excellent one, and every young person I have talked to who has participated in it thought it was very worth while, I am wondering whether any long term planning has been started, or any long term thought has been given to carrying such a program on beyond the centennial?

Miss LAMARSH: Yes. This was a very successful program. I think something like 40,000 young people, it is anticipated, by next year will be travelling around the country. If we are going to have responsibilities for citizenship, we feel that this is probably one of the most worth-while things we have done to foster a real commitment of citizenship and in that branch of the department we are extremely interested in seeing it carried on.

Mr. BASFORD: What is the cost of this program? I do not see it in the breakdown here.

Miss LAMARSH: Of the present item, \$500,000 for the purely federal program and \$353,000 for the federal-provincial, No. I am sorry, \$500,000 for the federal-provincial and \$353,000 for the voluntary agencies.

Mr. BASFORD: Has the thinking matured sufficiently; how would that program be carried on after the centennial?

Miss LAMARSH: It is no particular problem to carry on as far as the volunteer part of it is concerned, and we find considerable enthusiasm with the provinces as well for carrying it on beyond Centennial year. It might very well be—I cannot tell you at this time—Mr. Chairman, simply an extension beyond '67 of what we are currently doing.

Mr. BASFORD: It involves maintaining the centennial administration?

Miss LAMARSH: Not necessarily, because it would be absorbed in the Citizenship Branch. We cannot maintain the whole Centennial set-up until the next hundred year anniversary. A lot of people came to work on the Centennial on the basis of eighteen months or two years.

Mr. BASFORD: Yes. Well I asked the question because hoped it could be carried on under some other agency or aegis. Under which vote do the matching grants come for community projects?

Miss LAMARSH: Vote 45.

Mr. BASFORD: No. I have no other questions on item 40.

The CHAIRMAN: Are there questions on Vote 40? 45?

DEPARTMENT OF SECRETARY OF STATE

45. Centennial Commission—Payment to the Centennial of Confederation Fund to enable grants to be made to the Provinces for local projects of a lasting nature (the total of such grants made from the said Fund not to exceed \$18,935,000) and to enable grants to be made to the Provinces for projects included in the Federal-Provincial Confederation Memorial Program \$13,000,000.

Mr. BASFORD: I would like tabled for the next meeting the agreements between the centennial commission or the government of Canada whoever is the agreeing party, and the province of British Columbia, with regard to the administration of the matching grants program by which the centennial commission puts up one dollar and the provinces and municipalities put up two dollars.

Miss LAMARSH: Yes.

Mr. BASFORD: Could I also have tabled for each province how the two dollars matching grant is paid vis-à-vis the province and the municipality.

Miss LAMARSH: How it is paid?

Mr. BASFORD: Yes. In the case of British Columbia let me put it this way. It was certainly everyone's understanding I think that towards community projects under the centennial the federal government would put up one dollar and the provinces one dollar and the municipalities one dollar per capita for community centennial projects. But like so much that happens in British Columbia, the provincial government is only putting up sixty cents and the municipalities are being stuck for \$1.40.

An hon. MEMBER: Poor province.

Mr. BASFORD: I would like a report on that division for each province.

Miss LAMARSH: I am informed that we will not have the details of the two dollars but I am told by Mr. Gauthier that it is possible that sixty cents can be put up. I did not happen to know that myself because the agreement is that the province will be responsible for finding two dollars for every dollar of federal contribution; and if they find this, partly or largely from the province, it is their responsibility and not ours. We are concerned only that we match their two dollars with our one dollar. But we will try to provide the agreement but I cannot—

Mr. BASFORD: I have a letter from the Centennial Commission outlining the situation in British Columbia, so I presume that the same letter could be produced for each province.

Miss LAMARSH: The same letter?

Mr. BASFORD: The same information contained in the letter.



Miss LAMARSH: You are asking for every municipality?

Mr. BASFORD: Every province. I want to know the policy in each province as to how the two dollars are being raised by the provinces. I would also like to know what effort is put into the \$2,500,000 cultural grants that were granted for the building of some cultural building or enterprise; what effort is made by the centennial commission to show that these are buildings partly financed by grants from the federal centennial administration.

Miss LAMARSH: What effort is made by the federal Commission to show that the \$2,500,000 federal tax dollars have been contributed to these buildings? Well in many cases whatever effort is made has not been very effective, at least in two provinces I can think of there has been little to indicate that the federal government has made a financial contribution.

Mr. BASFORD: Specifically I would like to know what effort has been made to show that the museum being built in Victoria, British Columbia, has \$2,500,000 worth of federal money in it.

Miss LAMARSH: It will have to have a plaque on it when it is done.

Mr. BASFORD: I would like to know whether any member of the centennial administration or of the federal government was invited to the sod turning for that building, or the opening of the building.

Miss LAMARSH: Is that the one that was dedicated by the Queen Mother?

Mr. BASFORD: Yes.

Miss LAMARSH: We did not know about it until we saw it on television. I do not suppose any invitation had been received but I am not sure of that; not to the knowledge of the secretary.

Mr. BASFORD: Well, the centennial administration has taken note of the questions I would like to ask when the commissioner is before us. I have no further questions.

Mr. SHERMAN: One question I would like to raise while we are on the centennial commission. I understand that recently a report was made to the Centennial Commission on film making. I believe it was referred to as the Anderson Report.

Miss LAMARSH: Yes, on films.

Mr. SHERMAN: Is this report now available to members of the Committee?

Miss LAMARSH: It is a report made by consultants to the Centennial Commission. I do not know if it has been dealt with as yet by the Executive Board. I have not had recommendations on it, but I do know that a request was received and approved to publish it in a trade publication. I therefore think it is available to the public. I did OK the publication of it, but I am not sure that the publication is taking place now. I am told by the secretary of the Centennial Commission that as yet the executive council has not dealt with it, so it might be a little delayed in general dissemination but it is my expectation that it will be available to the public and to members shortly.



Mr. SHERMAN: From my knowledge of the report, I feel it is important that the report be tabled in this Committee as soon as possible because it has a great deal to say, I understand, with regard to future film making in this country, and as much as we expect to deal with this matter in the House, the matter of feature films, I would hope that we could have this information available to us so that we could deal effectively with the matter both in Committee and in the House.

Miss LAMARSH: I am informed that on Sunday next—it is not a bad day to do things—the subcommittee of the executive of the Centennial will be dealing with this in Victoria. Maybe in the next week we will be able to distribute it.

Mr. FAIRWEATHER: Well, then we would not have our say on the subject in the House until after that?

Miss LAMARSH: The report to the Centennial Commission is considerably wider than the bill regarding the feature film development.

Mr. MACDONALD (*Prince*): But it has a particular set-up with regard to the future of the industry?

Miss LAMARSH: Of the film industry in general, with the use of CBC and use of film board and private industry, yes. It does not deal, in my recollection, with the machinery for lending money or investing in films which is the purpose of the feature film bill.

Mr. HYMMEN: I have one question for clarification. This has to do with the \$2,500,000 for each of, I believe, ten provinces. Are some of these projects being delayed like the one in the province of Ontario, because I cannot see \$25 million here unless it is going to be brought in on a supplementary estimate?

Miss LAMARSH: Well, the money that is in the estimates depends on progress. I might give you a run down very quickly: Nova Scotia's building is the Sir Charles Tupper addition to the Medical Centre for Dalhousie University, and that is on the rails, I think shortly to be concluded. Prince Edward Island's is the Centre already constructed. New Brunswick's is an office building in Fredericton. It is finished. It is not open? Quebec's is a conservatory at Quebec city. The ground is dug and that is all so far. Newfoundland is in about the same position, and this is to be an arts centre in connection with the university, and it is expected that it will be completed for next year. Ontario's is the museum. The ground is dug. Manitoba's is a very imaginative arts centre where the ground is certainly dug and construction has started. Saskatchewan has two buildings, one in Saskatoon and one in Regina. The one in Regina I think has the steel up. They are stopped at the moment because the estimates are very much higher than anticipated; and the one in Saskatoon has the ground dug, I am not sure if it is started beyond that. Alberta's is a museum in Edmonton, and it is under way, I am informed. In British Columbia it is the archives and museum in Victoria which the Queen Mother did something with. I think she put the foundation stone in, or something. The only one that is finished is in Fredericton.

The CHAIRMAN: Any more questions?

Mr. SHERMAN: I would just like to add my endorsement to what Mr. Basford said about the centennial student exchange program. I was at a seminar in Winnipeg last week where the subject came up and certainly I think wherever in Canada one goes, one encounters ringing endorsement of it and support for it nowadays. It is something on which I would like to add my congratulations to the commission and the government.

Miss LAMARSH: Well, I must say it is not my program, but I am as enthusiastic a supporter as others.

The CHAIRMAN: I thank the Minister—

Mr. BASFORD: I have a couple more questions on other items. We are not through yet.

Mr. STANBURY: Mr. Chairman, these estimates that we have before us are not all the estimates that come under the Secretary of State; that is why Mr. Basford was questioning the fact that we were through.

Mr. BASFORD: I have two small questions arising out of the National Gallery. I am wondering whether the Minister has made any analysis of the mail that she has received on the suggestion of the acquisition of the—

Miss LAMARSH: I can make the analysis very simple. It is hot one way or the other.

Mr. BASFORD: Have you a breakdown one way or the other?

Miss LAMARSH: My impression is—I have not formally made an analysis—is that it is about fifty-fifty. I might say that people I talk to are about ninety per cent in favour but from correspondence it is about fifty-fifty.

Mr. BASFORD: There is one other question which I ask you because of your former connection with the Department of Health and Welfare where you acquired a certain expertise in the matter of pensions. If the acquisition price of this painting was applied to pensions what size increase in pension would it mean to each person over 65?

Miss LAMARSH: I could break it down—

An hon. MEMBER: Forty-five cents.

Miss LAMARSH: I think there are a million old age pensioners so that would be \$6 once for each of them, fifty cents a month. I think there are about a million and a half, 65 and over, and since the hon. member is younger than I am he can divide the one and a half into six—it will be \$4.15. Fifty cents once a month for a year as opposed to something that might cost \$6 million which would live for the ages.

Mr. MACDONALD (*Prince*): On this question, Mr. Minister, has any thought been given to other means of financing the acquisition of this painting other than direct government expenditure?

Miss LAMARSH: Yes.

Mr. MACDONALD (*Prince*): For instance, some kind of a national project to which everyone might contribute in some way, other than through the—?

Miss LAMARSH: We have taxes, Mr. MacDonald. Most of the people do contribute.

Mr. MACDONALD (*Prince*): Yes, I know.

Miss LAMARSH: That would be about thirty cents a head I think.

Mr. MACDONALD (*Prince*): This often destroys some of the incentive or motivation but I wondered if there was some way in which there could be a conscious and, if you like, a voluntary contribution, or was this considered?

Miss LAMARSH: If it were decided to acquire it and if the owner decided to sell it, there are other considerations; it might be displayed for a cost, with an option to purchase. Indeed, some thought—I do not mean to say that a great deal of work has gone into it—has been given to the fact that like the project of Statue of Liberty, the children of the country might be asked to participate in such a project. I would myself not want to see a national purchase such as this acquired by gifts from ten thousand cultivated people or a thousand cultivated people who might never be in Canada, as has been done in the acquisition of the Moore sculpture in Toronto. I think I would prefer it to belong to everyone, by virtue of their participating in the acquisition, than of asking some few people to make a tremendous contribution to present it to the country.

I would certainly hope that in the years to come the Canadians who have acquired works of art would desire to leave them to the people of the country, not of the province but of the country, regardless of where they might be located. But these are the things that were acquired in the first place for their appeal to the person who spent his money, not given in financial gifts to buy something that someone else had a chance to acquire. It is just as the Centre for the Performing Arts is something for all of Canada, that we all helped pay for. It is just as the Library or the Gallery itself is something that we all contribute to and becomes a part of our national heritage. So the acquisition of the best kind of thing in the world, something which I think every Canadian will need to feel he himself participated in, and so I would hope that if a decision is taken to acquire the Leonardo, if it were available, that it would be on the basis of an acquisition out of the federal treasury.

Mr. MACDONALD (*Prince*): I would not bring my suggestion up to have a few of the devotees making contributions but a wide-scale involvement of people, not only for the sake of defraying the expense but also to give people the conscious sense of participating in acquiring this. It is easy enough to say that when it comes out of the federal treasury we have all somehow made a contribution; but when people are involved, whether they be children or whatever, there is a real sense then of identification with this project and pride in the fact that they have achieved something. It could involve hundreds of thousands of people across the country and be a feat in itself.

Miss LAMARSH: I think the people of Prince Edward Island must have a special appreciation of what can happen when something that people say is a crazy expenditure—almost a throwing away of money on it—takes place, because certainly there was enough criticism of the construction of that centre, but the impact is has had, not only on the people of the Island but the people who come to visit the island, I think has proven its worth many times over. I would think



that the achieving of a symbol of excellence such as this, if it were nothing else than one of only—I think there are only ten da Vincis left in the world; his genius was of the very highest order in almost every field. I suppose there has never been a greater genius in the world. The feeling that Canada would have a part of this and would be the repository for such a treasure I think would be something we could give our children, and our children's children. I do not know, perhaps the owner of the painting would like to benefit Canada, but I do not really think so, by giving it to us. Perhaps the people of Italy would like to because they have so many people here. Perhaps Canadians of Italian extraction would like to buy it for the rest of their Canadian friends. I do not really think so. If the state and the people decide to achieve something like this, then they ought to darn well go out and get it.

The CHAIRMAN: It being six o'clock, I suppose we should adjourn. I understand that the Committee will want to call on the Minister after we have gone through the other various agencies with the heads of agencies, is that the understanding?

MISS LAMARSH: That is not for me to decide. I will come back any time you ask me to.

Mr. BASFORD: The estimates we have in front of us are simply those of the Secretary of State in these little booklets that are so handy I wonder if the clerk could combine with them the estimates of the various agencies that report to the Committee. Secondly, we have, reporting to the Secretary of State and therefore to this Committee, the Civil Service Commission. The Civil Service Commission will be reporting to the special joint committee on the three bills that have been referred to it, and therefore we have to make a decision whether we want the Civil Service Commission before this Committee or not.

The CHAIRMAN: Any remarks on that?

Miss LAMARSH: I am told that that special committee is not going to deal with estimates of the Civil Service Commission just with the bills.

Mr. BASFORD: The bills are pretty far reaching. They go through the whole reorganization of the civil service.

Miss LAMARSH: I believe that all of these estimates have been referred to a Committee, so I suppose it can pass it without debate or supplementals. With respect, Mr. Chairman, we have to do something with them, because I have to get them passed by a Committee some place before they are reported to the House.

The CHAIRMAN: They should come before this Committee?

Miss LAMARSH: Well that is where the House referred them.

The CHAIRMAN: The Committee will meet next Friday morning at 9.30 a.m. to consider the Canada Council tentatively, or has it been arranged? It is confirmed, Canada Council.





OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE  
ON  
**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 20

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FRIDAY, JUNE 10, 1966

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The Canada Council

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WITNESSES:

*From The Canada Council:* Mr. Jean Boucher, Director; and Mr. Peter Dwyer, Associate Director.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE ON BROADCASTING, FILMS  
AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

<sup>1</sup> Mr. Allard,	Mr. Johnston,	Mr. Nugent,
Mr. Asselin	Mr. Langlois	Mr. Prittie,
( <i>Charlevoix</i> ),	( <i>Mégantic</i> ),	Mr. Prud'homme,
Mr. Béchard,	Mr. Lewis,	Mr. Richard,
Mr. Berger,	Mr. MacDonald	Mr. Sherman,
Mr. Brand,	( <i>Prince</i> ),	Mr. Stafford,
Mr. Cowan,	Mr. Mackasey,	Mr. Stanbury,
Mr. Fairweather,	Mr. Macquarrie,	Mr. Trudeau—(25).
Mr. Hymmen,	Mr. McCleave,	

M. Slack,

*Clerk of the Committee.*

<sup>1</sup> Replaced by Munro on Thursday, June 9.



ORDER OF REFERENCE

THURSDAY, June 9, 1966.

*Ordered*,—That the name of Mr. Munro be substituted for that of Mr. Allard  
n the Standing Committee on Broadcasting, Films and Assistance to the Arts.

*Attest.*

LÉON-J. RAYMOND,  
*The Clerk of the House.*



## MINUTES OF PROCEEDINGS

FRIDAY, June 10, 1966.

(35)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.50 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Béchard, Berger, Cowan, MacDonald (Prince), Macquarrie, McCleave, Pelletier, Prittie, Richard, Stafford, Stanbury (12).

*In attendance: From the Canada Council:* Messrs. Jean Boucher, Director; Peter Dwyer, Associate Director; André Fortier, Head of Financial Management Service and Miss Lillian Breen, Secretary-Treasurer.

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Chairman called Mr. Jean Boucher, Director of The Canada Council, who made an introductory statement.

Mr. Dwyer was then called and he made a statement on the activities and operations of The Canada Council and the programs it has developed.

Mr. Boucher was examined, assisted by Messrs. Dwyer and Fortier.

The questioning of the witnesses being concluded, at 11.00 a.m. the committee adjourned until 3.30 p.m. on June 13.

M. Slack,  
*Clerk of the Committee.*





## EVIDENCE

(Recorded by Electronic Apparatus)

FRIDAY, June 10, 1966.

● (9.45 a.m.)

The CHAIRMAN: Order, please. To save time, since the House is sitting at 11 o'clock, I will forthwith invite Mr. Jean Boucher to come forward to make his presentation.

(Translation)

Mr. J. BOUCHER (*Director, The Canada Council*): I would like to take this opportunity to tell you how glad we are to appear before this Committee. For the first time in its nine years existence the Canada Council has been able to come and explain its work to a Committee other than Public Accounts. We are therefore most grateful for this opportunity. Our relationships with the Committees will probably be a good deal more assiduous than they have been in the past. You have before you the officials of the Council, the administrators—not the members of the Canada Council. This is perhaps something you should keep in mind because we might stand certain questions that refer to the long-term policies of the Council for we are only the persons expected to carry them out.

(English)

Perhaps it would be helpful if I defined for you in just a few words the nature of the Council and, very generally, what ground it covers. If you think it would be helpful, I could do this in a couple of minutes.

It is doubtful whether the Council is a crown corporation; it is a very unusual legal beast, certainly a unique one. Its relationship to the government and to parliament is quite special, largely due to the fact that, although it makes an annual report to parliament and its accounts are audited by the Auditor General, it was expected at first to live on the income of a fixed endowment, and not on annual appropriations. When it was established, two funds were given to the Council, one which was really an endowment fund, and the other one, which was to be expended as to capital and interest, the latter to subsidize capital expansion of university buildings, the first one to foster and encourage the development of the arts, the humanities and the social sciences. The situation changed a year ago when parliament voted a special appropriation of \$10 million to increase the resources of the Council and allow it to perform as an agency closely associated with growth. Of course, if you only have at your disposal a fixed income, you are not able, really, to move with the increased activity of your public. Now, it probably will mean that the Council will again in the future have to come to parliament through the good offices of the government for additional funds.

The Council covers, basically, two areas, one which is academic, the other artistic. In its academic responsibilities, the council is expected to foster the development of research and higher scholarship in the humanities and social sciences. It is in this respect akin to the National Research Council, and I would presume that it is not primarily because of this responsibility that we are before your committee. On the other hand, this committee is concerned with the assistance to the arts and we are responsible for fostering the growth of the arts in Canada. Mr. Dwyer, the associate director, has prepared for you a brief review of our programmes in this field.

Also, as I said, we have been entrusted with a program of capital support to Canadian universities, which is drawing to an end at the moment. We have also the responsibility to house and finance the Canadian Commission for UNESCO, and we do manage a certain number of special programs which are financed by special bequests or special departmental appropriations passed over to us.

I have with me Miss Breen, who is the secretary treasurer of the Canada Council, Mr. Fortier, who is the head of our financial management service, and Mr. Dwyer, who is now the associate director and who was from the beginning the senior officer of the council who had to deal with the development in the arts field. If you think that it might be helpful, Mr. Dwyer could now give you a general review of our program in this field.

The CHAIRMAN: Thank you very much.

Mr. PETER DWYER (*Associate Director, The Canada Council*): As this is the first occasion on which the officers of the council have appeared before this committee, perhaps you would permit me first to say something of a general nature about the council's birth by way of a preamble.

Since it was first established in April 1957, the council has interpreted its mandate from parliament as requiring it to create conditions which would release the energies of our artists and to help make a climate in which the artist in Canada could flourish...

(Translation)

In order to enable them to cultivate their talents.

(English)

There are indications that we have had a measure of success. For instance, during the existence of the council more than 20 new and important arts organizations have come into being. These would include the Playhouse Theatre Company in Vancouver, the Neptune Theatre in Halifax, the Vancouver and Edmonton Opera Companies, Le Théâtre Lyrique de la Nouvelle France in Quebec City, and the Vancouver and Charlottetown Festivals.

At the same time, many of the organizations that were in existence have developed at a remarkable rate. One way in which this development can be expressed is in budget figures. For instance, in 1957-58, the total budget of the Montreal Symphony Orchestra was \$220,000. Its budget for the season just closed was \$1,500,000. Again, in 1957-58, the Canadian Opera Company in

Toronto had a budget of \$126,000. Last season its budget has risen to \$685,000. During the same period, the budget of the Vancouver Symphony Orchestra went from \$150,000 to \$400,000, that of the Winnipeg Symphony Orchestra from \$80,000 to \$270,000.

We would also, if we may, like to remind members of the committee that Canadian arts have begun to appear in a more extended way on the international scene, where much of what we have presented has been very well received. We might perhaps note the presence during the past nine years of the Hart House Orchestra in Brussels, of the Montreal Bach Choir at Edinburgh and Osaka, the Montreal Symphony Orchestra and the McGill Chamber Orchestra in the Soviet Union, the Toronto Symphony Orchestra in England and France, the exhibition of 15 Canadian painters throughout the United States, le Théâtre du Nouveau Monde in London.

We would not wish to pretend that the climate is perfect; there are plenty of clouds on the horizon. In the first place, many of our artists cannot earn a decent livelihood by their art, and those who earn one, such as it may be, are often not fully employed. Many organizations, particularly those concerned with the performing arts, have heavy deficits hanging over them, even though they have an admirable take at the box office, as well as assistance from the Canada Council, and in most cases, from provinces and municipalities. For instance, the National Ballet of Canada recently described by an eminent critic in the *New York Times* as one of the major companies of North America, has an accumulated deficit of over \$100,000. Les Jeunesses Musicales du Canada, an organization devoted to presenting music to young Canadians across the country, has a deficit of \$110,000. The Crest Theatre and the Canadian Players of Toronto, who are at present joining forces to give Toronto a good repertory theatre, will have a combined deficit of over \$200,000. These are fairly large figures. We must also remember that there are many young artists to whom a personal debt of \$200 or \$300 spent on essential materials for their work looms equally large. I sometimes think that when an officer of the Canada Council dies, the doctors will find written on his heart the words, accumulated deficit.

#### *Translation)*

And on the other side obviously the words "accumulated deficit" a debt, if you will.

#### *English)*

It is clear, I think, that the development of our performing arts is stripping our combined resources, though we still may take some encouragement that many of these deficits are secured by the communities which they serve, and that this fact indicates the regard in which they are held. In case members may think that deficits result from bad management, I should explain that in many cases the root cause is the physical limitations of the human senses. We simply cannot put enough owners of ears into an auditorium to pay for what is being played. When a major orchestra plays the opening chord of a concert, it will lose anything between \$2,000 to \$3,000, even if it plays to a standing room only.



## ● (10.00 a.m.)

I would like now, if I may, to describe briefly the practical steps which the council has taken and programs it has developed to the limit of its resources to help bring the arts in Canada close to critical mass. There are three main levels of operation.

*(Translation)*

Our first task has been to grant direct aid to the Canadian artist himself for he represents, if we may say so, the essential basis of the whole structure. First of all, the artist must acquire the technique that will enable him to express himself in a truly professional manner. We attempt to begin this help at the time when the artist demonstrates his own individuality and when he has begun to create something which is sufficiently important for us to judge its quality. We help performing artists as well as creative artists and we have attempted during the years to pay particular attention to the latter as far as we could. For the younger group, we offer scholarships. This year, the council has given 128 of these scholarships in an amount of \$286,000. When the artist has matured, he needs a refresher period from time to time, to see what is going on amongst his colleagues, and perhaps begin experiments in new forms. The artist at this stage of development is the artist to whom we grant fellowships to enable him to work freely. We have given 47 fellowships at the cost of \$220,000 this year.

*(English)*

It is scholarships and awards of this kind to the individuals over the years which have contributed modestly to place the pianist Ronald Turini on the international concert circuit, to make Louis Quilico one of the leading baritones of the world, to help the print maker Yves Gaucher to win international recognition at Grenchen, to help Teresa Stratas to sing at the Metropolitan, to ensure that Hugh Garner had time to write a novel, and the poet Al Purdy experiences to complete a new book of poetry. And indeed for many other artists to find time to work and create in Canada.

After our scholarships come the important grants which the council gives to organizations. These are the symphony orchestras which reach from Victoria to Halifax; our developing network of regional theatres; our ballet companies; our festivals; our opera companies and art galleries. The best of these form the basic structure of our arts. Thanks to the additional appropriation of \$10 million made to the council last year by parliament for all our activities, we have been able to increase the level of our subsidy to something nearer the real requirements of these organizations. By way of example, you may wish to know that last year \$700,000 was devoted to music, \$600,000 to the theatre, \$400,000 to dance, \$170,000 to opera, \$270,000 to festivals, \$150,000 to the visual arts. The total which we devoted to all the arts last year was \$3.4 million.

The methods by which the council gives its assistance to the arts require each organization making an application to provide a full financial statement for its previous year of operation, and a budget to cover the period for which the grant is requested, showing anticipated revenues and expenditures. These are scrutinized in our office to ensure that other levels of support, including private fund raising, are maintained at a reasonable level. Larger grants are paid in three instalments and the organizations must give progress reports during the course of the season. The allotment of the council's funds depends partly upon



need, partly upon quality, and partly upon our own resources. When considerations of quality are a serious issue, the council has always tried to turn to the artistic community itself for advice and has developed an extensive network of advisers.

It is on these organizations that the professional artist depends wholly or in part for his livelihood. Indeed, in many cases, without them he could not express himself. At the same time, they are the means by which the Canadian public is able to enjoy the artists' work; and this public is beginning increasingly to show that it wants them. This interest is expressed in cold cash at the box office and, for those organizations which were our clients during the financial year just ended, it amounted to something in the neighbourhood of \$7.4 million. This does not include money spent, of course, on the movies or other forms of art which the council does not subsidize directly, but you can see that we do have a fairly large artistic bear by the tail.

We would like to stress that the council has always felt its first responsibility must be to professional organizations. Professionalism equates with quality, and the council has considered it a duty to develop and maintain standards of excellence wherever they may appear, because excellence is expensive. I might point out that unless this pinnacle of excellence exists—in other words, without the big league teams—there is a danger of a kind of second law of thermodynamics in the arts coming into play with a resulting levelling off into mediocrity. Nevertheless, the council has also recognized that it does have a responsibility, as far as its funds permit, to help develop the arts in places where they are less advanced. It just is not possible, on economic grounds, for the best in the arts to be permanently available to every community, and the council has never thought that it should attempt to create resident companies in cities not capable of supporting them, where touring has to be the answer. The relationship between funds that can be spent for development and funds desperately needed by mature organizations is a delicate balance which we have to maintain, and we are therefore particularly glad to see that in recent years one or two provinces assumed responsibility for work in the community themselves.

To return to our three main levels of operation, the last form of support is for organizations providing services to the arts, and also for a few projects of a similar kind which the council has undertaken itself to meet a national need. There are in Canada a number of organizations which are designed to provide services to the artist, or to art organizations, or to make a national forum where their voice can be heard. For instance, the Canadian Music Centre is devoted to the interests of our composers, collects scores and tape recordings in a central library, and generally works to stimulate the performance of Canadian music in Canada and abroad. The Theatre Centre provides similar services to theatres and theatre people across the country. The Canadian Conference of the Arts is a body representing a large group of organizations of all kinds and it brings together representatives to discuss problems of common interest. The National School of the Theatre, the National Ballet School and the National Youth Orchestra provide expert professional training for our younger artists. All these organizations receive the council's support.

There also appears from time to time a national need which the council feels it can best meet itself. Among projects of this kind are our own Theatre

Arts Development Programme designed to train and develop administrative and technical personnel in the theatre. Our Director's Choice project, which enables the directors of art galleries to visit other parts of the country to purchase works for their own institution. To help stimulate the purchase of painting, the council has begun to form its own art collection which it hopes later to be able to exhibit fairly widely.

I hope I have said enough to demonstrate that during the nine years of the council's existence a number of remarkable things have taken place, that our arts have developed to a surprising extent, and that their impact is beginning to be felt on the international scene. All this, of course, has been done by the artists themselves whose servants we are. What is more Canadians seem to show increasingly that they want to see and hear what our artists can do, and we would expect that the arts festivals to be presented across the country in 1967 may whet the public's appetite further.

I would like to end, if I may, by saying something briefly about the future. Much of what needs to be done will take time, and we cannot look for any instant miracles. It will also take money. If we may make a suggestion, we would say that the one thing that the arts in Canada most need is the assurance of continued support and that this support should be escalated to permit a healthy growth, and to allow for careful planning and for experimentation over two and three year periods. At the moment, much of what is done has to be done in a climate of uncertainty, and we feel that the organizations deserve a more stable future—most particularly because they are one of the important binding forces in our country in a time of some divisions. We would also like to suggest that artists themselves be brought over a period of time to full employment—that is, continued employment with the organization to which they belong, so that they do not have to scratch for a living during part of the year. In fact, that they be considered as valuable members of society and made to understand that they are so regarded. If we can achieve this in the foreseeable future, then we shall have done quite well. Thank you.

*(Translation)*

The CHAIRMAN: Thank you Mr. Dwyer, the members of the Committee have already asked to be listed to put questions.

*(English)*

It might be useful to remind the committee, before we go into questioning, as Mr. Boucher pointed out, the status of the council is really quite particular. First we do not have any estimates before us for the council, and as it was stated shortly after the creation of the council before the Committee on Public Accounts, I think, the council is almost an independent body like a public trustee. I do not think this will make much difference in the line of questioning of the members, but I thought that it might be useful to underline that as a matter of information. I do not think the committee will want to scrutinize the activities in exactly the same way as they would for an agency that depends on parliament in the ordinary way.

Mr. BASFORD: After hearing your caution, Mr. Chairman, I do not know whether or not my questions are in order.

The CHAIRMAN: Just try.

Mr. BASFORD: Well, the first is a technical one which has reference to page 36 of the report and the remarks of the Auditor General contained in his report, that he is still of the opinion that, for reasons given in his 1964 report, the method of allocation of the fund has not been in accordance with the Canada Council Act.

Mr. BOUCHER: This has reference, of course, only to the way in which the second fund expended as to capital and interest for the support of the building programs of Canadian universities is concerned. It does not have to do with the way we are carrying out our responsibilities with moneys coming out of the endowment fund. There is a technical difference of view between the Auditor General and the Canada Council. That difference has not been resolved; it persists. It has been taken to two successive Prime Ministers of Canada who have expressed the view that the Canada Council had full authority to assess the situation as it saw fit. This has been expounded at some length in the Public Accounts Committee, and the committee has come to the conclusion that the position of the council is a valid position. But there appears to be some doubt still whether the act is quite clear in this respect, and it is to resolve some possible doubt that the Auditor General has suggested that steps be taken to have the act amended, the council being of the firm view that it is quite within the law to do as it does. Having had the views expressed by prime ministers that the government should not interfere in this discussion, the council is not disposed itself to cause, and has really no ways of causing, an amendment to the act, to be made in order simply to resolve some possible doubt.

Mr. BASFORD: I have another question along a different line. You have a regionally representative board. What thought has ever been given to establishing in each province or in each region a provincial advisory board. You will notice that many of your major national companies will have in each province an advisory board in an attempt to keep that company closer to developments going on in that province or that region.

Mr. BOUCHER: This, of course, is a matter on which top officers of the council should not have too firm views. I think I can say safely that it is probably not a matter that has retained the attention of the council. The council has felt the necessity for close consultations with persons active in its field in all the various parts of Canada. Of course, the council does not think so much in terms of areas which are circumscribed by provincial boundaries as it thinks in terms of broad cultural regions of the country. It has continuously relied very heavily on the advice, both volunteered and sought, of all the persons who were closely associated with the developments of the arts in the various parts of the country.

Mr. BASFORD: Yes, that is a valuable suggestion, that in each region, and I am not thinking along definite provincial boundaries either, there be a volunteer advisory council established that could meet within its regions periodically to discuss the work of the council, to discuss the cultural needs of the region, and to serve two purposes, sir, one, to keep the council in close touch with



developments going on in that area, and secondly, to bring the council closer to the people. I think the suggestion has good merit.

Mr. BOUCHER: I would gladly convey it to the council.

Mr. BASFORD: I thought Mr. Prittie had a supplementary.

Mr. PRITTIE: I do not know whether it has so much bearing. The Canada Council deals with national organizations such as the Dominion Drama Festival which, in turn, has regional organizations, and I think this function is served that way. It deals with national learned societies, for example which, in turn, have regional organizations. That is the only comment I wanted to make on that.

Mr. BASFORD: Now there was not much said this morning about the work of the council in the area of humanities and the social sciences. What program does the council have to familiarize the people at our universities with the work of the council and the grants available from it?

Mr. BOUCHER: I do not know whether the point that I made was clear at the beginning. There was, indeed, very little said about that part of our responsibility, because I was under the impression that this would be a matter which would be discussed in the same forum where the affairs of the National Research Council would be discussed, but I would be quite prepared to comment on your question.

What the council does in the field of the humanities and social sciences is not really to give aid to students but to assist the developments in research. It has fellowships for the senior students who are in the ultimate stage of being initiated to a teaching or research career; these are doctoral fellowships. They are announced through leaflets that are widely distributed. I appreciate that they may not reach all potential applicants, and this is something which we would very much want to improve as we find faults with the system of communication. Apart from that, we have a series of programs which are intended for career scholars, university persons engaged in research. This takes many different forms, either senior fellowships, research grants, publication grants or conference grants, and they are announced through the same fashion in annual leaflets, then widely distributed through all the graduate departments in the country.

Mr. BASFORD: I put the suggestion to you that because many of the people engaged in our universities are from the United States, England, or Europe, and really are quite unfamiliar with the Canada Council, it would be very helpful for the Canada Council to have on each campus a representative—and I mean a volunteer representative—who was familiar with the work of the council, the type of grants and fellowships it gave, with whom people at the universities interested in doing research work could have some direct contact, rather than through the mail at Ottawa, for the granting of students loans, for example. If there was on each campus one person to whom all the students could go to ascertain how the program operates it would be very valuable, and I think the council should give some thought to this.

Mr. BOUCHER: This suggestion has recently been made to us. We have not had time yet to look into it very closely, but I think it certainly has merit.



Mr. BASFORD: I would like to put another suggestion to you. You mentioned the National Research Council; what thought has the council given to the establishment of a National Research Council concept in the field of the humanities and social sciences?

Mr. BOUCHER: Well, I suppose that you have reference there to the fact that the National Research Council is not only an award granting body but also a body engaged itself in research. I do not know whether I should go very far in his respect but perhaps I should point out that when the National Research Council was established, the state of development of the disciplines with which it was concerned was quite probably, if not less advanced, at least less structured than the humanities and social sciences already are in Canada. The Canada Council came later in the process of development of the humanities and social sciences, than the National Research Council came in the development process of the physical and biological sciences. I think at the moment the universities would certainly expect research developments to take place primarily within the context of Canadian universities and would probably not view with a great deal of relish the prospect of, possibly, the most enterprising social scientists and humanists congregating together into an institution where they would be relieved of all teaching obligations.

Mr. BASFORD: It would seem to me that if there were facilities made available for scholars in the humanities and social sciences to come to an institute and work for six months, a year or 18 months on subjects without the pressure of other academic and teaching activities, that this might serve a very valuable function; we now see other agencies in Canada having to do this, such as the Economic Council of Canada, which is having to spend a great deal of money on the preparation of research papers, and various studies. It would seem to me that if we had something under the Canada Council, where these facilities were available, we could well have this type of research being done on a continuous basis.

Mr. BOUCHER: I certainly cannot disagree with this point of view. I think perhaps I should have said right away that we did not have anything like the resources which would allow us, at the moment, to undertake this sort of project in an efficient way. It would be a quite substantial program, and it would absorb at the moment certainly all of our resources.

Mr. BASFORD: What are the resources in this area?

Mr. BOUCHER: Well, the resources for the humanities and social sciences last year were not quite \$3 million.

Mr. BASFORD: Well, if one were to obtain part of a floor in the new National Library, I think this could be carried on for far less than \$3 million.

Mr. BOUCHER: With \$3 million, we do half of a job, and that is a generous estimate, in subsidizing the post-graduate students who are going for their ultimate Ph.D. degree. We give some assistance to university teachers who are out on sabbatical leave, and we give hardly anything to subsidize research projects undertaken by Canadian scholars on their own initiative on campuses. So, we certainly are not in a position at the moment to embark upon something which would be, I am quite prepared to grant, a very imaginative development,

but would be also an expensive project. If ever we are in a much more substantial financial position, this is something into which we would want to look.

Mr. BASFORD: I could leave with you then the suggestion of provincial advisory councils and campus representatives which the board might wish to give some thought to.

The CHAIRMAN: Mr. MacDonald, you are next.

Mr. MACDONALD (*Prince*): Mr. Chairman, yesterday I asked in the House—I was intrigued to read this a few days earlier—about the amount of \$12 million, I believe it was, that has been left to the Canada Council by the Dorothy J. Killam estate. If the article is correct, it suggests that, under the terms of the bequest, it could not be used under the terms presently defined in the Canada Council Act. What does this mean? It seems like a strange way to leave \$12 million. For instance, what did she have in mind when she put this stipulation on this substantial amount of money?

Mr. BOUCHER: The bequest is for only part of the programs that are the genuine responsibility of the Canada Council. It is not to be spent in our arts program, but it is to be spent on our academic program; so there is nothing in the bequest which is unusual for us, except that it does not give us freedom to use that money for whichever of our programs we would like to apply it to.

Mr. MACDONALD (*Prince*): In other words, there does not have to be any amendment to the act, say, in order to make use of this money.

Mr. BOUCHER: No.

Mr. MACDONALD (*Prince*): She is simply pointing it in one direction.

Mr. BOUCHER: Quite.

An hon. MEMBER: There is the money for a National Centre.

Mr. BOUCHER: Eventually—and I have to say eventually because it will take years before the Canada Council comes into all that money—the Canada Council may be in a position to have an annual income of something like \$1 million out of that bequest.

Mr. COWAN: How do you determine the \$1 million.

Mr. BOUCHER: It will be \$16 million because we have already had a \$4 million anonymous donation from the Killam estate.

● (10.30 a.m.)

Mr. COWAN: Anonymous?

Mr. BOUCHER: It was anonymous until Mrs. Killam died.

Mr. MACDONALD (*Prince*): I have understood recently that while the Canada Council has made grants available to writers who were in the process of writing a book, apparently it has not been the policy to make grants available to writers willing or anxious to produce scripts for the use of the visual media, say, of television or of feature films. Is this the policy of the Canada Council?

Mr. DWYER: It certainly is not the policy, to my knowledge. We have never been asked to support a writer who was doing a television script. We certainly

have supported dramatists and writers who do write television scripts, but whether during the course of our assistance they wrote one, I would not know. It is usually to write a play or a novel, or to continue with their work.

Mr. MACDONALD (*Prince*): I know some of the film writers are under the impression that this is so. I believe one writer recently submitted a request or an application for a grant and was turned down. Another writer who was also anxious to produce a script for a feature film, realizing that he might be turned down, I think, requested the assistance to produce a book. He plans to write the book first, and then from the book produce the script for the feature film. Apparently this is not done.

Mr. BOUCHER: Perhaps I could ask you for more details after the meeting.

Mr. MACDONALD (*Prince*): There is something I should have said at the beginning, perhaps; I think the work of the Canada Council is one of the most important things that has been done in recent years toward the establishment of national identity which everybody seems to be so concerned about, because it strikes me that when we talk of such things as national identity they are most nearly achieved when we are able to relate the symbolic side of our culture, if you like, to what is happening in our society.

I know that in other countries, particularly in European countries, in recent years there has been a good deal of assistance given to the development of different forms of arts there. I am wondering whether the amount of money that we spend annually on assistance to the arts compares favourably or unfavourably with the kind of assistance that is given in other western countries?

Mr. DWYER: I could give you one concrete example, if you wish. The amount that we have spent on all the arts across the country in the last financial year was \$3.4 million. The amount which the French government provides for the Opera and the Opera Comique, two houses in Paris, is \$7,000,000, just for two theatres alone. This would be apart from the assistance to the Theatre National de France and to all the cultural centres which they have and are developing across the country. It is a great deal less than the Austrians give to their theatres; it is less than the Arts Council of Great Britain gives there too.

Mr. MACDONALD (*Prince*): Would you say, then, that we are really only putting a drop into the bucket to get at what could and should be done? What percentage of those who would qualify, if the resources were available, are turned down annually; would you have any estimate of how much yet could be done if the resources were available for further assistance?

Mr. DWYER: Well, if I may answer this question, so far as the scholarships for the individual people are concerned, we are turning down, both for fellowships and for the younger people, a fairly large number to whom we would wish to give help, if we had additional sums. The ratio at the moment of fellowships is one fellowship for every two applicants, and in scholarships, one in three. We certainly feel that the one in three ratio should be brought up to one in two.



On the other side of the question, that is to say, so far as the organizations are concerned, I think the great need is for things which are not being done such as insufficient moneys spent in the development of arts in areas where they are not yet far advanced. People who themselves could help to develop the local talent should be sent in.

Those organizations which are helped are frequently not helped in sufficient measure. They are always running hand to mouth, always carrying those deficits which I described, always wondering about the plans for next year.

Mr. MACDONALD (*Prince*): You mentioned near the end of your remarks that you believed there had to be an escalation of support. Did you have a figure in mind, that might be reasonable to work toward?

Mr. A. FORTIER (*Financial Management Service*): Well, to do what we would like to do next year we would need to have more funds than we have now. We mentioned \$3.4 million last year. I think that by next year we will need something pretty close to \$6,500,000 or \$7 million, almost twice as much, and then an annual escalation of something like 20 per cent. What we are faced with is that major organizations have not reached their full development yet. An orchestra like Toronto, for instance, is playing only 30 weeks a season. All these things will require more money if they want to continue and do more. This is why the escalation will have to be fairly substantial to provide for it.

Mr. MACDONALD (*Prince*): It is my understanding that the majority of your support at present does come from the Canadian government but that you have had a certain sum come from private benefactors, such as the Killam estate. Is there any definite attempt made to publicize the fact, particularly to people of a philanthropic nature, that this is something to which they might turn their attention? Is there a conscious attempt made to help people subscribe to this way?

Mr. BOUCHER: There has been. The private funds do not, unfortunately, represent a very substantial share of our annual expenditures. They represent a very minimal share. I do not think we can escape the conclusion that, very generally, the Canada Council would have to be supported by public funds. We are most encouraged to see that certain well motivated and otherwise wealthy Canadians can think of the Canada Council as a wise place to leave their riches, but we have circularized all the trust companies, all the lawyers, all the notaries, who are associated with the procedures of having wills written by various people. We have a booklet that has been widely distributed telling people that it would be a worthy gesture to leave money to the Canada Council, and telling them how to do it. This has not resulted in very substantial funds being given to us because there are not that many very large private fortunes in this country. We hope that the Killam bequest will encourage others.

Mr. MACDONALD (*Prince*): Maybe I should know the answer to this, but has any film been made on the work of the Canada Council, say, by the National Film Board?

Mr. BOUCHER: No.



Mr. MACDONALD (*Prince*): Has it been thought that it might be a worthwhile promotional vehicle if the film board were to make, say, a half hour motivational documentary?

Mr. BOUCHER: I do not know. I think our publicity should be of a special nature; we should not so much publicize ourselves as publicize the people we try to help. Our information program should really deal with the persons we try to support. So, really, a film about the Canada Council would probably have to be a film about development in the arts in this country or the development of the humanities and social sciences in this country. I suppose, in a sense, one could say that the National Film Board has done a number of those films, although they have not been sponsored by us.

Mr. MACDONALD (*Prince*): I notice that the Canada Council has come to the support, and does assist the development of various arts undertakings in a number of centres across the country. One of the difficulties, as was mentioned, is that there is a limited audience in all of these centres for the kind of productions that are being put on. Is much thought or support given to the idea, because of the kind of country in which we live, of moving these various shows from place to place? I am thinking that is, of the symphony in Toronto, the ballet in Winnipeg and, of course, these productions could appear in Charlotte-town, in the Stratford Festival, and elsewhere. Could not the facilities be set up so that there could be a good interchange? In this way, when the audience potential is exhausted in the urban areas of southern Ontario, for example, the show could be moved then to say, British Columbia. The same would be true with the eastern part of the country.

Mr. DWYER: We have given this a good deal of thought, because it is an admirable suggestion, and in a country with our geographical shape it is very important to do it. At the moment, the amount of money which we have is pretty well devoted to making the things which should tour possible, in the first place. It does become very expensive, indeed, to move things around. To move a large symphony orchestra across the country would take very large sums of money. One of the problems too is until the orchestra comes to full employment many of the musicians in it must earn a living by teaching, by playing background music on the radio, by jobs on television, for fashion shows, whatever it may be, and frequently they are not available to travel. We have seen, and are trying to nurture, an exchange of scenery in regional theatres because, as you say, if a considerable sum of money has been put into the pre-production costs of a play, and if that play then is good, it stands to reason it would be desirable to move it to another town and get more revenues at the box office for your initial outlay.

I do not know whether you have noticed, but recently Stratford took one of its plays and played in Winnipeg in the Manitoba Theatre Centre. We would very much like to see more of this done. It is possible that the presence of the National Art Centre here, when it is built, will be something which will help stimulate movements of this kind.

The CHAIRMAN: Mr. Stanbury, have you a question?

Mr. STANBURY: Mr. Chairman, I wondered, looking through the reports, whether there had been any substantial assistance in the development of the arts

and culture of our indigenous population, the Indians and Eskimos. I have not noticed in the reports any grants which I can identify as being of this kind of assistance. Could you tell us what, if anything, has been done in this field?

Mr. DWYER: I do not think that any project or program has been launched, but a number of suggestions have come to us which we have taken an opportunity to support. Let me give an example. It was put to us fairly recently that it would be desirable in certain areas where the Eskimos live to stimulate them to draw before civilization overtook them, while they could still express themselves in their natural forms; we sent an artist into the north to provide them with materials and to travel around to show them how to use them. In another case, on the west coast, we gave assistance for the rehabilitation and the carving of totem poles by a good Indian carver. We are very conscious of the need to help where an opportunity comes; there have not been too many opportunities so far.

Mr. BOUCHER: Perhaps I could add that quite recently, since I have been with the council, a grant has been made for the publication of a rather exceptional book that deals with the Kwakiutl collection at the University of British Columbia. Another grant was made to encourage an expert teacher who works with young Indian children on the north shore of Quebec and in the Gaspé Peninsula to paint and to have their paintings printed. There have been a few things like that.

Mr. STANBURY: This is a field in which the council should be capitalizing. Surely this, if anything, is essentially Canadian culture. I think we have a tremendous potential in the artistic talents of our Indians and Eskimos that has just never been tapped. I wonder if the council has considered taking an initiative in a field like this, or whether all its time has been taken up with simply processing requests for funds, and really little time has been available perhaps to initiate projects in fields like this which, I think, are so promising for your purposes.

Mr. BOUCHER: I think that what you say is very largely true, and it takes us back to Mr. Basford's suggestion. It is a fact that when the council started it was very conscious, probably, of its obligation to demonstrate to the Canadian public that it was not going to turn into a large empire. The staff was kept down to a strict minimum, to the point really where it could respond to demands, but was not available to go out in the field and initiate a great many things. We are now enlarging the staff somewhat; we will have people who will be able to travel, to meet artists, to listen, to envisage possibilities, and to encourage new things. This is something with which we are very much concerned at the moment.

Mr. STANBURY: Do you not feel that this should be a matter of pretty high priority, that if we are going to preserve and develop these talents, that it should be done pretty soon.

Mr. BOUCHER: I have recently attended a meeting on the North in Montreal, and I took this opportunity to suggest to people who live with the Eskimo sculptors that we would be only too glad to find one of them in our competition for art scholarships.

Mr. STANBURY: Are you consulting with the Department of Northern Affairs on matters such as this.

Mr. BOUCHER: I would not say that we have had assiduous or prolonged conversations with them.

Mr. STANBURY: The department has some activity in this field, and I should think that if you are interested in it as well, there should be some consultation.

I do not want to get into this situation of criticizing specific grants, I do not think that should be our purpose, but I am curious about a few. Before asking about any specific one, I wonder whether, in receiving private donations, you have ever had a donation from the trade union movement in Canada?

Mr. BOUCHER: I do not think so. Perhaps I should hasten to say that neither have we from the Canadian Manufacturers Association.

Mr. STANBURY: I was going to go on to say that I doubted if you had, but it strikes me as ludicrous, if that is not too strong a word, that the Canada Council would grant \$12,000 in one year to the research director of the Canadian Congress of Labour for the purpose of preparing a history of the trade union movement, and I think this would be somewhat analogous to your granting \$12,000 to the executive director of the Canadian Manufacturers Association to produce a history of the commercial development of Canada. It seems to me that each of these organizations is probably among the wealthiest in Canada and for the people of Canada, through the Canada Council, to give such a substantial grant for that kind of work, to an official of such an organization hardly seems to me to be the purpose of your organization.

Mr. BOUCHER: Perhaps I could make two comments on this, which may not satisfy you; the first one is that this sort of grant would be intended not to remunerate the investigator himself but to remunerate the graduate students who would be working with him so, in a sense, this is money spent on training researchers. The second point that I would like to make is that you are really raising the question of whether, whenever some other source of money were available but which would have to be in the form of a contract, we ought to abstain from supporting a project because it could be directly sponsored by some interested group. I think that if we started doing this as a matter of rule we would really not try to compete with contract research. I think that the most useful role that the Canada Council could perform is precisely to substitute itself, whenever there is a worthy project being undertaken, for any contractual source of money, because a research project financed by the institution that is being investigated could not be expected to have the same objectivity as the one that is financed by a free independent source.

Mr. STANBURY: I should think that the direction of the research would be at least as significant as the source of the finance. I do not argue with the purpose of the grant but it does seem to me it would be equally logical then for you to make such a grant to the executive director of the Canadian Manufacturers Association for a parallel purpose and, to me, that would be completely illogical.

But my point, for whatever it is worth, has been made. The Centennial Commission is making substantial grants in somewhat the same field as you are, temporarily at least. Is there any consultation or co-ordination between the



Canada Council and the Centennial Commission on the grants that are being made by both of you in the same area?

Mr. DWYER: Yes. That is, from the beginning the Centennial Commission consulted us in order to get some basic information as to the kind of organizations that might play a part, for instance, in Festival Canada, and in which it might help. We handled for them the initial approaches to the various organizations in the field of the arts which they wished to help, because we are used to dealing with them on a regular basis.

We have also been members of their Programme Development Committee, which was the committee designed to set up Festival Canada, to make the pre-production grants for organizations and to help with the touring of them during 1967, so that there has been very close and considerable consultation.

Mr. STANBURY: And, similarly, with individual grants for the publication of works of centennial significance.

Mr. DWYER: My recollection about this is that we were originally consulted and asked to help them, but subsequently I believe the Commission formed its own advisory committee in this particular field.

Mr. BOUCHER: We were consulted on the setting up of the adjudicating committee.

Mr. STANBURY: Is it possible that you could be making grants to the same people for the same works?

Mr. BOUCHER: It is very unlikely.

Mr. STANBURY: How could you know?

Mr. BOUCHER: Well, they are dealing with a type of publication which is usually in the form of centennial history, or monographs which are generally not undertaken by university staff. They are not very likely to be the sort of thing that the Canada Council would support.

Mr. STANBURY: Then there is not any consultation at the present time on this.

Mr. BOUCHER: I am quite confident that none of the things we are supporting in the field of publication now are also the object of subsidies on the part of the Centennial Commission.

Mr. STANBURY: Has there been any attempt by the Council to analyze the retention factor among the people whom the council has assisted, whether the very many people who have received grants are continuing to exercise their talents in Canada or whether they have been lost to us either by staying in Europe or in the United States? Has there been any attempt made to analyze the retention of the talents that you have assisted?

Mr. BOUCHER: Well, some attempt has been made in the academic field. The inquiry that we have started on this is not quite complete. I do not know that any attempt has been made in the field of the artists.

Mr. DWYER: It would be difficult to make such an attempt because in quite a number of cases, particularly those of the more developed senior people, the artist becomes a kind of piece of international property. In other words, you



could not expect a great singer like Louis Quilico or, say, Maureen Forrester, if you wish, to remain here permanently because the country cannot give them the employment that they need. It would be my own observation that there is a measure of loss, but that this is a risk that you have to accept. Very many of the people who you might think were lost are, in fact, back and forth and in and out of the country, and will come back and stay here at the drop of a hat if we can give them the employment they need.

Mr. STANBURY: I think the scientific, research or academic field would be more important, so far as retention is concerned. You said that there was some attempt made to analyze that.

Mr. BOUCHER: Yes. I think that the Council laboured under the impression that the loss was probably greater than it will prove to be. The first indications would be at the moment that it is probably less than 20 per cent, and I am talking now about people who are financed to go abroad; it is the loss of those who are sent abroad, and who do not return. It would not appear to be more than 20 per cent at the moment, and would indeed appear to be less than that in certain competitions.

This raises the question of what to do about a situation like that. Do you try to prevent it by not subsidizing anyone who wants to pursue studies abroad, or do you try to prevent it by sticking with the people who go abroad, establishing some sort of relationship with them so that they will have the feeling that this country has some understanding for the sort of things they are trying to do, and will therefore be enticed to come back.

I think that in most instances, if we did not support those who want to go abroad, they would go in any instance, except that they would be able to say that their native country has shown no understanding of what they wanted to do, and my own personal conviction is that they would be even less tempted to come back than if we had supported them.

The CHAIRMAN: I am afraid I have to apologize for putting an end to this for this morning. Is it the wish of the committee to have the gentlemen from the council back, or is it the feeling that we have put the main questions that we wanted to put to them?

On Monday, we had planned two meetings of this committee, one at 3:30 involving the Public Archives and the National Library. This is still tentative because we do not know if the people are available; we trust they are, and we would maintain this meeting. A second one had been planned for Monday evening but the steering committee needs quite a lengthy period of time to go into the drafting of the interim report on the CBC matters, so we will forego this one. After the Monday afternoon meeting the committee will not meet again until Friday, at which time we will discuss the National Arts Centre.

Since there are no other matters to bring up at this point, the committee should adjourn.

OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE

ON

# BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 21

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MONDAY, JUNE 13, 1966

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Main Estimates (1966-67) of the Department of the Secretary of State  
(National Arts Centre) and also the  
National Gallery of Canada

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WITNESSES:

*From the National Arts Centre:* Mr. G. H. Southam, Coordinator. *From  
the National Gallery of Canada:* Dr. Jean Boggs, Director.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Langlois ( <i>Mégantic</i> ),	Mr. Prittie,
Mr. Bécharde,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Prud'homme,
Mr. Berger,	Mr. Mackasey,	Mr. Richard,
Mr. Brand,	Mr. Macquarrie,	Mr. Sherman,
Mr. Cowan,	Mr. McCleave,	Mr. Stafford,
Mr. Fairweather,	Mr. Munro,	Mr. Stanbury,
Mr. Hymmen,	Mr. Nugent,	Mr. Trudeau—(25).
Mr. Johnston,	Mr. Peters,	

M. Slack,  
*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

MONDAY, June 13, 1966.

(36)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 4.00 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Béchar, Cowan, Fairweather, MacDonald (*Prince*), Macquarrie, Munro, Pelletier, Prittie, Richard, Stanbury, Trudeau (11).

*In attendance:* *From the National Arts Centre:* Messrs. G. H. Southam, Coordinator; H. E. Kidd, Assistant Coordinator; and Robert Ellison, Assistant Director, Festival Canada Agency. *From the National Gallery of Canada:* Dr. Jean Boggs, Director; and Dr. William Dale, Deputy Director.

The Chairman announced that the anticipated consideration of the estimates of the National Library of Canada and the Public Archives would be deferred as Dr. Lamb was out of town this week.

The Committee proceeded to the consideration of the estimates of the National Arts Centre, and the Chairman called Item 22, Administrative Expenses.

Mr. Southam made a statement concerning the plans for construction of the National Arts Centre and the functions of his office, and was examined thereon.

Item 22, Administrative Expenses, was adopted.

Item 23, Construction or Acquisition of Buildings, Works, Land and Equipment, was adopted.

The examination of Mr. Southam being concluded, the Chairman thanked him and he was permitted to retire.

The Committee then proceeded to the consideration of the Estimate for the National Gallery of Canada.

The Chairman called Item 1, Administration, and invited the Director, Dr. Jean Boggs to make a statement.

Dr. Boggs made an introductory statement on the National Gallery of Canada and was examined thereon, assisted by Mr. Dale.

Item 1 was adopted.

The examination of Dr. Boggs being concluded, the Chairman thanked her and she was permitted to retire.

The Chairman tabled a return from the CBC requested by Mr. Cowan, giving the breakdown of operating hours on CBC English and French *television stations* and CBC English and French *television networks*—breakdown shows the division between live and film operations. (*Identified as Exhibit "P"*).

At 5.40 p.m., the Committee adjourned until 9.30 a.m. on Friday, June 17.

M. Slack,  
*Clerk of the Committee.*

## EVIDENCE

(Recorded by Electronic Apparatus)

MONDAY, June 13, 1966.

The CHAIRMAN: Order please. The estimates of the National Art Centre can be found on page 430 with details on pages 488 and 439. I will call Vote No. 22.

SECRETARY OF STATE  
*National Arts Centre*

22. Administrative expenses of the Office of the Co-ordinator of the National Centre for the Performing Arts \$199,100.

I ask the Co-ordinator of the National Arts Centre, Mr. Southam, if he wishes to make an opening statement or proceed directly to the questions.

Mr. G. H. SOUTHAM (*Co-ordinator, National Arts Centre*): Thank you, Mr. Chairman. I think it might be useful to the Committee if I explained briefly the organization of my office which is a novel one and, within two or three minutes, expose myself to such questions as my brief explanation prompts among the members. I am happy to explain that I will be ready to deal with questions either in English or in French.

I would like to start, perhaps, by saying how very agreeable it is to meet with members of the House who dealt with the National Arts Centre bill in so understanding and gracious a manner on Thursday and Friday of last week. For those of us who have been working on this project for the last two or three years and who feel themselves involved, as I think we all do, not only officially but personally, and not only on the intellectual but on the sentimental level, it was very gratifying to hear from all parts of the House so well expressed and such a good understanding of what we are trying to do.

It is with great confidence that I now come before you to discuss, perhaps in more detail, the questions involved. I would like to remind the Committee that the government's decision to construct the Arts Centre, as its major centennial project in Ottawa, was announced by the Prime Minister on December 23, 1963. As you know, this was a project which was developed by a private association here in Ottawa known as the National Capital Arts Alliance which represented those groups in the national capital region both in Ottawa and in Hull—groups of both expressions—who felt the need of a concert hall and theatre worthy of the national capital.

The Arts Alliance raised the necessary sum to commission a feasibility study by Dominion Consultant Associates. The result of this was a 100 page volume which we laid before the Prime Minister in November, 1963, with the brief urging that it be accepted. On December 23, within a matter of weeks, the Prime Minister gratified us, and I think the national capital community at large, by saying, "yes, this should be it."

I do not think I need explain the architecture. It was mentioned to you in my Minister's speech on Thursday. It will be a 2,300 seat concert hall, adaptable for opera and ballet. There will be a 970 seat theatre, a 300 seat experimental theatre, a salon where about 100 people can gather together for more intimate occasions—poetry readings, small musical recitals. There will be, we hope, a first class restaurant which, I think, Ottawa needs and a more popularly-priced cafe. There will be office space not only for the management of the Centre but for such national organizations in the performing arts field as the Dominion Drama Festival, the Canadian Music Council, the Canadian Theatre Centre and others, who have all expressed interest in establishing their headquarters here. There will be, naturally, production spaces for the artistic groups within the Centre and there will be a rather expensive but essential underground garage for 900 cars.

This was the project which was put to the government and the one which was accepted. Construction was begun early in 1965 by the digging of that hole on Confederation Square, which has undoubtedly come to your attention. The digging of that hole represented phase one of construction and was completed late in 1965. The second phase of the construction was the building of the major part of the garage at the south end of the site under Mackenzie King Bridge and the replacement of the bridge on top. That was completed early in 1966. The government last week approved, and Treasury Board authorized, the letting of the contract for phase three which is the completion of the building in what remains of the hole. It is expected a contractor will get under way early in July, and that construction will be completed, if all goes well, by the end of 1968 which, given the need for two or three months of tuning up, means that the Centre should be open for performances in the spring of 1969.

I would like to explain the functions of my office in the following terms. As soon as the government decision to build this building had been taken, it was decided that it was necessary to set up a small co-ordinating office to co-ordinate the planning involved up until the time parliamentary sanction had been received for the establishment of a National Arts Centre Corporation which would take over the management and direction of the building. The Prime Minister's go ahead was given late in 1963. My office was established early in 1964 so something like two and one half years went by before parliament was able to grapple with the necessary bill. What I would like to explain is what my office has been doing for two and one half years.

We have had three responsibilities. First of all, the government, I think very wisely, decided that a building of this novel and expensive kind should not be built without advice and therefore at the time that the decision to build it was made, the government also decided to appoint four advisory committees of distinguished and experienced Canadians in the performing arts field. My first responsibility has been to co-ordinate the advice received from these four committees. One was a committee on operations on which sat people who have managed enterprises of this kind, such as the Place des Arts in Montreal, the O'Keefe theatre in Toronto and others. The Chairman is Mr. Bertram Loeb of Ottawa.

Another committee on theatre is composed largely of the leading theatre directors across the country, was chaired by Monsieur Jean Gascon of Le Théâtre du Nouveau Monde.



The third committee on music, opera and ballet was, in the same way, composed of leading musicians and opera and ballet directors from all across the country, chaired by Mr. Louis Applebaum.

The fourth committee on the visual arts was set up because, at the time the government decided to build this building, it decided to allocate three per cent of its capital cost for its embellishment by the application of the visual arts paintings, tapestries, sculpture and so on. The Chairman of the Visual Arts Committee was originally Mr. Donald Buchanan whose unfortunate accidental death early this year is very much a matter of regret for all of us. The present Chairman is Madame Andrée Paradis of Montreal.

The first job of my office, therefore, starting early in 1963, was to call these committees together, to co-ordinate their advice and to pass it in some kind of logical and coherent manner to the Department of Public Works for the guidance of the consulting architects. I should explain that the firm chosen to act as consulting architects for this project is the Montreal firm of Affleck, Desbarats, Dimakopoulos, Lebensold, Sise who were chosen on the grounds of their experience in building buildings of this kind. This was the firm that built the Queen Elizabeth Theatre in Vancouver, the Charlottetown Memorial Theatre and the Place des Arts. This is, therefore, the fourth building of this kind they have built. I think they are probably the most experienced architectural firm in North America in this type of construction.

So that our first job in my office was to pass the kind of advice that we got on architectural requirements to public works for the guidance of this firm. The Music, Opera and Ballet Committee fastened its attention, primarily, on the proper design of the opera house, the Theatre Committee on the proper design of the theatre and the studio theatre, the Operations Committee on the sort of management structure that will be needed and the Visual Arts Committee on the problems of painting and sculptural adornment of the Centre.

Our second task in my office, over the last couple of years, has been to co-ordinate the drafting of the bill which was laid before you on Monday last week. Here, I might explain a little bit of the philosophy which we groped our way towards in the meeting of all these committees. We decided to recommend, and I hope this recommendation has been reflected clearly in the bill that the management organization of the Centre should be responsible only for its administration of the Centre, that it should be not directly involved in artistic production. We consider that in the first stage at least, the artistic activities within the Centre should be carried on by other organisms, primarily by resident artistic organizations. We hope that it will be possible to revive a society to sponsor an orchestra, to create another society that will be responsible for professional theatre in English and in French and a third society, which will be responsible for the organization of a national performing arts festival to be held every year or so within the Centre.

This form of organization is untried in this country but has worked successfully for 30 years in the Palais des Beaux-Arts in Brussels. We looked around the world and discovered that the building which most closely resembles the one we are building here, is the Palais des Beaux-Arts in Brussels which was built, as this one has been by the Canadian government, by the

Government of Belgium but turned over to the community of Brussels to operate. There you find the management nominated by the Belgium Government who manages the building and the artistic activities carried on within it are carried on by private bodies who are associated with each other but on an independent basis, independent of each other and independent of the Centre. That is the basic concept for this Centre here.

However, we would expect that the management of the Centre will not only see to it that these tenant organizations carry on an effective program but also, in its own right, will bring leading Canadian companies to the Centre in every field—other theatre companies, ballet and opera companies and other orchestras—to make the Centre a proper show case—a national showcase for the performing arts. In the third place, the Centre will make the facilities in the Centre available to commercial impresarios in the normal way and fourthly to such of the amateur organizations in the national capital region who are able to rise to the challenge of using these magnificent facilities adequately.

The second task that my office has addressed itself to over the last two or three years, is pulling together these kind of ideas and trying to get them reduced to paper in the form in which they have been laid before you.

There has been a third task which we have been undertaking. Because our office came into existence to do what I have just explained, we discovered that we were, in fact, filling a vacuum in the government organization here. It appears that there is a need for what could be described as a government impresario and we have been fulfilling that role too. It is a role that we did not quite expect when we were set up. We thought we would be entirely concerned with plans for the building and the organization but because we existed and because our office attracted to its service people who are experienced in the field of the performing arts on the management side, we found, for instance, that the Department of External Affairs which, as you know, has been developing a program of cultural relations with French speaking countries and which last year decided to participate in the Commonwealth Arts Festival, turned to us and asked us to co-ordinate the arrangements for these programs. Consequently, we have been advising the Department of External Affairs on the proper ways and means of sending leading Canadian companies abroad under these programs.

Also, because the Centennial Commission decided to organize the Festival Canada next year, of which you may have heard, a year long coast to coast performing arts program which will see our leading companies from Halifax to Vancouver moving about, they, too, turned to us and asked us to set up what is called Festival Canada Agency, which is really our program division under another name, to co-ordinate the planning for this program.

I think, Mr. Chairman, I have outlined, the three major tasks that have occupied us for the last couple of years. I may have overlooked something but this would probably come out in the questions, if there are any, and I will be glad to answer them en anglais ou en français.

The CHAIRMAN: Questions now on Item No. 22.

Mr. PRITTE: I have a few questions about the budget. You were seconded from the Department of External Affairs, were you not, Mr. Southam?

Mr. SOUTHAM: Yes. I am still a member of the Department of External Affairs seconded to this job as long as it lasts. I would expect my job and my office to be phased out of existence when the corporation is set up.

Mr. PRITTIE: I notice you have immediately under the Director of Canada Festival Agency four other persons. What functions do they perform? Do they correspond to the committees you mentioned?

Mr. SOUTHAM: No, the Festival Canada Agency is concerned only with developing the program for the Centennial Commission's performing arts program next year. The directors, Mr. Henry Wrong who came to us after twelve year's work with the Metropolitan Opera in New York—Canadian though he is—his assistant is here today, Mr. Robert Ellison and, between them, they are devoting something like nine tenths of their time to advising the Centennial Commission on their festival program next year. To that extent, they are not working on the program for the Centre itself.

Mr. PRITTIE: Would you mind explaining what the item of "Advertising and publicity", consists of?

Mr. SOUTHAM: You have the advantage of me, Mr. Prittie. What page is it on?

Mr. PRITTIE: It is on page 439 of the estimates under Vote 22. I am interested in what sort of advertising and publicity it is.

Mr. SOUTHAM: I am with you. This amount is the maximum which we expect to be laid out by our office in the current fiscal year in explaining the National Arts Centre to the Canadian public. I might say that normally one does not launch so vast a project as this without a great deal of publicity but, because the government was operating under a very tight time schedule, this building, when it was launched, was to have been ready in 1967. The building began before parliamentary sanction had been approved for the management agency and therefore, rather unusually, we have not given much publicity to the plans for the Centre. We were awaiting parliamentary approval for the plans.

Mr. PRITTIE: You still have not got it.

Mr. SOUTHAM: We still have not got it and this has rather inhibited publicity about the Centre in the last couple of years. If we have been invited to make speeches to groups, we have accepted the invitation but with responsive explanations, if you will. We have not undertaken the major publicity campaign to explain this right across the country and we are still waiting for parliamentary approval. But we thought it wise to anticipate approval by at least putting in an amount into these estimates which we will gladly expend on brochures and other radio programs, television programs as soon as we have the indication that our plans have been approved.

Mr. PRITTIE: Do you pay for the reprint of opera news that was distributed last week? Was that part of your estimates?

Mr. SOUTHAM: Yes.

Mr. PRITTIE: I have several other questions, Mr. Chairman, about the proposed operation of the Centre. I realize this can change when there is a board and a permanent director. You mentioned various national organizations



would have their offices there. Is it the intention that the Dominion Drama Festival will be leasing and paying for this space?

Mr. SOUTHAM: Yes, it remains for the Corporation to determine the leasing arrangements. It remains to be seen how the Corporation interprets its mandate and whether it charges commercial rates or some other, considering the nature of the organizations that we hope to see as tenants, something less than full commercial rates. I cannot anticipate what the policy will be but we do anticipate there will be revenue from rentals.

Mr. PRITTIE: Would you expect that the restaurant and cafe will be profitable commercial operations?

Mr. SOUTHAM: Yes. We plan to recommend to the Corporation that they enter into a concession arrangement for the restaurant and the cafe and another concession arrangement for the garage. We have every reason to suppose that these will be profit making.

Mr. PRITTIE: Is the person, mentioned in the bill to become Director of the Corporation, principally a business manager or is he expected to be a person who combines business experience with a background in the entertainment or artistic field?

Mr. SOUTHAM: Given the nature of his responsibility, it would be more likely that he would have an administrative or business experience with, I would hope, a proven interest in the arts rather than his being an artistic director because, as I explained, we do not expect the Corporation to get directly involved in artistic productions. Its responsibilities in the early years will certainly be more of an administrative nature.

Mr. PRITTIE: I did not understand that point when I was speaking on the bill the other day. But today you have explained that the different groups will look after the presentations and the person who becomes Director of the Corporation will be primarily a business manager or co-ordinator of who is going to play in or use the Centre at various times.

Mr. SOUTHAM: I would like to reserve the right of the Corporation to decide whether they agree with me or not. This is the way it would seem to us now, anyway.

Mr. MACDONALD (*Prince*): There is one area that interests me in the development of the Performing Arts Centre. As I understand it, provision will be made for installation of television equipment so there can be a satisfactory coverage of performing events and this kind of thing. Is that true?

Mr. SOUTHAM: Yes. The hall, the theatre and the studio will all be equipped for radio, television and films. We have consulted not only the CBC but private broadcasters about the physical set-up for radio and television broadcasting and we have consulted the National Film Board about the physical requirements for films. We have had expressions of satisfaction from them about the provision that is being made. It is, I think, a very important point that you mention because this is one way in which we can make the Centre's activities real and meaningful to Canadian taxpayers for coast to coast.

Mr. MACDONALD (*Prince*): In installation of the equipment, is it conceived that there will be a permanent control room facilities in terms of full boards and everything for a three to five camera operations?



Mr. SOUTHAM: No. The arrangement which has been suggested by the B.C. is simply that we build in the necessary conduitry throughout the building and provide places for their great lorries to come in with that equipment aboard.

Mr. MACDONALD (*Prince*): They will move the control right in when they are televising something?

Mr. SOUTHAM: Yes. It was the experience in Lincoln Centre—I visited Lincoln Centre once or twice—in the Philharmonic Concert Hall there, they built complete installation for television within the hall and it has never been used. The manager explained to me, in a rather straitened mood, that he advised very much not to do what they did. Apparently, television people like to set up their cameras where and when they want to and they will not be confined to any particular place in the building. That was what he recommended.

(4.30 p.m.)

Mr. MACDONALD (*Prince*): The reason I asked these questions is that it seems to me we talked about this the other day and about the difficulty we have in this country, due to its size and the small groups of population in different centres, and the possibility that some day it may be quite advisable to present a production, for example, here in Ottawa and to provide, by closed circuit, in some of these centres you have already mentioned, full theatre size reproduction of what may be happening here in Ottawa.

I can see, for instance, with the development of colour television, that you might want to present a ballet here in Ottawa, for example, which might be seen by closed circuit theatre screen in Charlottetown, Vancouver, Edmonton, across the country. This might be a very economical way of distributing this kind of art form. This has been in the thinking of the planning, has it?

Mr. SOUTHAM: That is an element in our thinking, certainly, but I would like to emphasize that there is no substitute for direct personal experience of the performing arts. It is more expensive to move a ballet company or an orchestra around the country but I hope that the Centre will have the funds which will enable it to do that. What one sees on television or hears on the radio is another kind of experience. It is a useful one and a valuable one but it is not the same.

Mr. MACDONALD (*Prince*): A better illustration would have been the Dominion Drama Festival which, of course, can only occur in one place per year. I know, having gone through a series with the Dominion Drama Festival, that it is of tremendous value to be able to watch this in a theatre or even in your home, if possible, all across the country.

Mr. FAIRWEATHER: I am interested in the phrase "commercial impresario". I have watched a couple of these theatres, mind you on a minute scale, in fact so minute that I hardly dare mention it. The one in Fredericton is partially endowed and it seemed to me that the impresario in that theatre drifted from the main theme. They were doing closed circuit prize fights and other things. I have nothing against prize fights, for those who want them, but is it part of your planning to include this type of thing in this Centre?

Mr. SOUTHAM: I think that we in this country owe a great deal to the activities of the leading impresarios—no names, no pack drills—but still you know some of their names: Mr. N. Koudriavtzeff of Montreal, Walter Homburger

of Toronto; here in Ottawa, Harvey Glatt or Earl Crowe or Leo Bernache. These people, in the arid years when there were few professional companies, have really provided the Canadian public with a wide range of performing art activities, primarily in bringing foreign attractions. We owe it to people like them that the Bolshoi Ballet appears in Montreal or Toronto or the New York Philharmonic comes; also Harry Belafonte, I suppose, and Victor Borge. I therefore hope that it will be possible to reconcile their activities with the plan for the Centre.

I think the Centre itself will become a government impresario, as mentioned, to work for the government, on a non-profit basis, in the movement abroad of Canadian companies, as we already find ourselves doing. Also, of the movement around Canada of leading Canadian companies. I would not suppose it would be a matter of concern to the Centre to bring American companies or European entertainers to Canada. I think this will remain a field of interest for commercial impresarios.

However, all activities within the Centre will come under the general supervision of the Board of Trustees and I hope that they will see to it that all the activities in the Centre, whether they are carried on by the resident companies or by the Centre's management bringing in other Canadian companies or by these commercial impresarios, will be worthy of the building. I think there will probably be some limits drawn. But I hope these limits would not exclude such performers as Harry Belafonte.

Mr. FAIRWEATHER: Nor Victor Borge.

Mr. SOUTHAM: Anna Russell.

Mr. FAIRWEATHER: The other question relates to the Lincoln Centre and their repertory theatre, the experimental theatre which, I understand, has been a disaster. I hope that people are learning from this. Perhaps this is the third season, is it not?

Mr. SOUTHAM: Yes. I would not like to comment on what has gone on elsewhere. We hope that a group of residents of the national capital region—in this case because it concerns theatre and theatre, in this country, concerns two languages—be made up in equal parts of English and French speaking Canadians.

I think the success or failure of any artistic activity, and this applies to theatre too, depends upon the quality of the artistic direction. Once this society has been set up, I hope it will be able to attract the services of first class artistic directors—both English and French—and with the backing which, I think, they will deserve and with the artistic quality of our best directors, I have no doubt that the results will be satisfactory.

We have very good directors in this country. Practically all of them were on the theatre committee and have really designed these theatres. They are all anxious to work in it, in one way or another, and I think this society will be able to get the kind of artistic advice it needs.

Mr. FAIRWEATHER: The last question has to do with your acquisition of three per cent of the capital budget. I presume this will be done in conjunction with the Gallery?

Mr. SOUTHAM: The first Chairman of the Visual Arts Committee who, as I mentioned, was Mr. Donald Buchanan, was Governor of the Gallery. Also, we are very happy to have as a member of the Committee Miss Kathleen Fenwick, who is the Curator of Prints and Drawings in the Gallery. In these ways, I think the decisions the Committee have taken so far have reflected the thinking of the Gallery.

*(Translation)*

Mr. TRUDEAU: My question is perhaps premature. You tell me whether it is the witness, Mr. Southam has given us to understand that we have got beyond the stage of physical equipment, and I would like to know whether the reply he has got from theatre circles, art circles, musical circles, whether generally this is welcomed throughout the country, and whether he has got cooperation from the French speaking side and whether it is as promising as on the English speaking side.

Mr. SOUTHAM: The reply is yes. What we are doing here is equally being done in other cities in Canada. And the development, for instance on, Place des Arts, in Montreal, the St. Lawrence Art Center in Toronto, in Winnipeg also, in Saskatchewan, the developments are such that interested parties show that they will have common problems, problems they will solve in common, provided we will work in common, and that is what they expect to do. Everything, of course, is very slow in this field, but we do expect that working all together as we are doing, for the development of artistic programs.

Mr. TRUDEAU: We will certainly have independent units, but they will cooperate for the exchange of theatre groups.

Mr. SOUTHAM: Yes. I trust the national centre for the performing arts will be a coordinating centre for the activity of all these groups. But our experience has been very fortunate indeed. We have worked for years, the years 1964 and 1965. These were the troubled years in the history of our country, but it was of great comfort to us to find that people working on these commissions showed great interest in what was being done, and we found that the work was very creative and in great contrast to newspaper headlines. This was very encouraging indeed.

Mr. TRUDEAU: For instance, the language problem did not arise then. The French speaking groups expect they will be playing in French in the capital as they do in the French centres.

Mr. SOUTHAM: Yes. They do. I am under the impression that the National Centre of the Performing Arts will change Ottawa. I think the fact that we will have in the National Centre for the Performing Arts, the very highest type of French theatre and English theatre in Canada, will certainly have an influence on the general atmosphere, on the intellectual climate of this country, the intellectual climate of this capital.

*(English)*

Mr. MACDONALD (*Prince*): A supplementary question, Mr. Chairman. In light of this conversation, is it also the plan—and perhaps this was mentioned and I missed it—to include an instantaneous translation such as we have here throughout the theatres and auditoriums so that people wishing to view a



performance in one language, and not understanding it, will be able to have simultaneous translation of it?

Mr. SOUTHAM: That is a very ingenious suggestion but an extremely expensive one. The short answer is no, we have not seriously looked at that. At one time, the Theatre Committee studied the possibility of creating a bilingual company. There are actors in this country who speak both English and French. Some members of the Committee thought we could create a rather exciting Canadian national theatre company which could put on English plays on evening and French plays the next. That would be something unique. But the weight of the opinion of the committee, and of others we consulted, was against this.

There is something about language in the theatre which is really untranslatable. Shakespeare, in French, is not really Shakespeare and Moliere in English is not really Moliere. We have decided, therefore, to work towards the creation of first class companies—one for English and one for French—in the hope that they will appeal, not only to those residents or visitors of the national capital who speak the language in question, but also other residents or visitors who might be interested in finding out a little bit about the other language.

An hon. MEMBER: From an expert class of people.

Mr. MACDONALD (*Prince*): I can think of two instances, though, when it might be extremely important to have this kind of simultaneous translation. I think, for instance, the showing of a motion picture film when, if you wanted to show it to people of both language groups at the same time with the use of individual earphones, you could have two sets of sound tracks. Also, for certain things in which you might want to give a commentary explanation. For example, a high school group of young people putting on a ballet. You might like to have some kind of narration to explain the meaning of the ballet, the significant points. Again, this kind of facility would be very helpful.

It seems to me that in building the kind of structure that we are establishing here, we should have the very latest kind of electronic resource to add to the facility of these various theatres and auditoria.

Mr. SOUTHAM: Both in the hall and in the theatre, there will be the latest and most sophisticated sort of electronic equipment for electronic music, for example, and sound effects and amplification. This, certainly, is already going to be built into it.

Instantaneous translation, however, calls for a piece of equipment for each seat. We faced up to the decision about that in another context. At the early stage we were asked to decide whether this place could be used as a convention centre. It was our advice, and the government took the advice, that this should not be designed for a convention centre as the requirements are quite different. We wanted to build an opera house and a theatre and concentrate entirely on making the best possible opera house or the best possible theatre. Consequently we have equipped them, electronically, I think, quite adequately but we do not have seat by seat equipment for instantaneous translation except for certain seats set aside for the hard of hearing.

Mr. MACDONALD (*Prince*): Considering the ease with which you could install this facility now, as compared to a later date, it is something that should be considered again in the light of the many possibilities that it might present.



Mr. SOUTHAM: I am very glad you raised this. Someone has passed me a note to say that La Comedie-Canadienne de Montreal is providing this kind of equipment. As you have mentioned it, we would like to look at it. Thank you for the suggestion.

Mr. COWAN: If there are no other questions, I would like to ask a few. You stated we are now considering Vote 22. Can you not comment on the introductory remarks made by the speaker? I want to ask a question. Early in his remarks, he said that last week the government approved something and the Treasury Board passed. What was it that you the government approved? You used the words "the government approved and the Treasury Board passed". Passed what?

Mr. SOUTHAM: The Treasury Board on Thursday authorized the letting of a contract for stage three of the construction of the Centre?

Mr. COWAN: Where is the money coming from?

Mr. SOUTHAM: From the Treasury Board.

Mr. COWAN: I just wondered why we were meeting here to discuss this proposed expenditure if it has already been approved?

Mr. SOUTHAM: I think, Mr. Cowan, it is my understanding that your natural questions about the cost of the construction would be dealt with in your examination of the Department of Public Works estimates.

Mr. COWAN: I was just interested in ascertaining whether the contract had already been let before the expenditure had been authorized.

Mr. SOUTHAM: No.

Mr. COWAN: This is what I am asking.

Mr. SOUTHAM: The Treasury Board on Thursday approved the letting of the contract.

Mr. COWAN: Then who authorized the expenditure of the money?

Mr. SOUTHAM: The Treasury Board.

Mr. COWAN: I see. Parliament does not matter. Treasury Board is superior. This is what I am driving at, my friend.

Mr. SOUTHAM: I am sorry, sir. I do not feel competent to comment on the implications of the question.

Mr. COWAN: I am just trying to find out where parliament stands in the eyes of the civil service. It has not taken me too long down here. I was born in this town.

There is another question I would like to ask, in view of your remarks. You were saying there is going to be a restaurant in this cultural centre. Is this going to be open to the general public or just for the stage hands, or what?

Mr. SOUTHAM: No, we hope the Centre will be a place where people will go day and by night. We certainly hope that the restaurant and the café will be used as any other restaurants and cafés in Ottawa would be.

Mr. COWAN: Will they be run by the government or run by a commercial organization?

Mr. SOUTHAM: By a commercial organization.

Mr. COWAN: In a government building?

Mr. SOUTHAM: Yes. It is the proposal that the corporation should let the catering concession to a restaurateur.

Mr. COWAN: Why, then, did the Canadian National Railways close down the main dining room in the Chateau Laurier?

Mr. SOUTHAM: I do not know the answer to that question, Mr. Cowan.

Mr. COWAN: I was just wondering why, if a restaurant will be a big success on one side of Sparks Street, the Canadian National Railways closed the main dining room in the Chateau Laurier Hotel on the other side.

Mr. SOUTHAM: When we were looking at the restaurant and café problem we asked a restaurateur from Montreal, a man whose business is to study restaurant possibilities, to come to Ottawa. He prepared a report which indicated that a restaurant and a café of the kind that we propose, would be commercially interesting. It is on the basis of that report that we propose to offer the concession to the restaurant trade across the country, in every confidence that there will be several people who will be interested. They will only be interested because they will agree, we hope, that it is possible to make money, if it is well done.

Mr. COWAN: You did not ask the Canadian Pacific Railways catering division for a comment on operating a restaurant in the heart of Ottawa?

Mr. SOUTHAM: The consultant in question, spoke, I think, to everybody who had operated restaurants in Ottawa. He spent some weeks at his work and prepared a report which reflected all the advice he could get. He certainly spoke to the CPR agents.

Mr. COWAN: I cannot see a government being behind a restaurant in the dead centre of Ottawa when there are eating facilities at the Chateau Laurier and the Lord Elgin Hotel. I see that a new Skyline Hotel going up which is advertised to be within a block of the parliament buildings, and the Holiday Inn is there. Why the government gets mixed up in this private enterprise field, I have not the slightest comprehension. They must be going to lose money or the government would not be given the opportunity.

Mr. FAIRWEATHER: It is slightly involved in the Canadian National Railway.

Mr. COWAN: Yes, I know, that is why it was closed down; the losses were so high. So now we are going to open another restaurant on the other side of the street with, we are told today, very great prospects of success.

I remember when the Chateau Laurier Hotel was opened. I was born in this town. Everything was going to be wonderful. We were going to have money rolling out of our ears. I slept in the Chateau Laurier Hotel as a small boy the very first week it was opened.

Can we go on to Vote No. 23, Mr. Pelletier, or can I ask this gentlemen, in view of his comments, this vote of \$7,500,000 for the construction or—

The CHAIRMAN: No, that is the next item. I am afraid we have to decide that the Vote No. 22 will be carried.

Mr. COWAN: I would like to ask another question. Why did the Metropolitan Opera of New York City stop coming into Toronto, a city of two million population? It played there for eight or ten years under a financial guarantee from the Rotary Club?

Mr. SOUTHAM: I think the Metropolitan Opera, like other leading national opera companies, has become more and more expensive and, therefore, travels less and less. The Metropolitan Opera used to tour the United States. I do not think it does travel out of New York now, unless I am mistaken.

Mr. COWAN: Does it not indicate a dropping interest in this long-haired program?

Mr. SOUTHAM: Not at all, no. The Metropolitan Opera, in order to produce less expensive opera performances, has started what is called the Metropolitan Opera National Company, which is a Company of young singers which does travel and is really organized to travel. That was the company that played here under the auspices of the Theatre Foundation of Ottawa last December. It is not the Metropolitan Opera but it is a young company, started by the Metropolitan Opera, to meet the growing appetite for opera at less expense.

Mr. COWAN: Of course, talking about the growing appetite at less expense also indicates there is a limit to what the public is willing to pay for this kind of entertainment.

Mr. SOUTHAM: That is right.

Mr. COWAN: Although the grandiose schemes that are put before us would have us think the people would sell their souls to look at some of these programs.

I would like to ask another question. Will there be any regulation on the Board of Trustees of this cultural centre for the arts to ensure that there is a certain limit of Canadian content? In the broadcasting world, as you know, we are not allowed to look at 100 per cent foreign programs. We must have a Canadian content in there. I would hate like hell to have millions and millions of dollars spent on this cultural centre for the arts and not have 55 per cent Canadian content. Surely they will not give us the right to 100 per cent foreign content on this Canadian cultural centre for the arts, will they?

Mr. SOUTHAM: There is certainly no intention to put any limit on the source and origin of the artistic performances at all.

Mr. COWAN: No tariffs on culture?

Mr. SOUTHAM: No.

Mr. COWAN: If this Canadian content rule is a good thing for the broadcasting and television world, would it not be a good thing for the performing arts too? It cannot be wrong for one and right for the other? We have professional football now, where 90 per cent of the players are American. That is called Canadian content, though.

An hon. MEMBER: There is no such rule in the CBC.

Mr. COWAN: That is performing arts. At least I call pro-football performing arts.

Mr. SOUTHAM: I think the National Arts Centre will, naturally, give priority to the development of the resident companies and to the bringing here of the best Canadian companies from other cities, to the extent that the performers will probably be Canadian. I suppose that makes it, in one sense, a 100 per cent Canadian production. But the plays they play or the music they play may very well be Italian or Russian but, even so, the activities within the



Centre will not be limited there. I should think commercial impresarios will probably, as I have explained, bring in foreign attractions, more particularly.

I would very much hope that the corporation would not take up a narrowly nationalist view of what constitutes artistic activity. Its only concern should be excellence in performance, I would say, and quality.

Mr. COWAN: If we need to have a restaurant in connection with this cultural centre of the Arts, how long do you think it will be before they have a restaurant at Stratford to go with the Shakespearean festival?

Mr. SOUTHAM: You have put your finger on something which touches us all. I go to Stratford every year and I share your feeling that they need a good restaurant there.

Mr. COWAN: What I am trying to point out is that long-haired entertainment does not necessarily mean a restaurant will be profitable.

Mr. TRUDEAU: Is a restaurant without precedence in such art centres?

Mr. SOUTHAM: No. The Metropolitan Opera in New York has a restaurant. The Stockholm Opera has a restaurant. The best restaurant in Stockholm is in the Opera House.

Mr. COWAN: I have only one other comment to make, sir. It is not a question but it relates to Mr. MacDonald's question. I think it would be a real Canadian achievement if we could have this simultaneous translation into English and French of Russian, German and Italian productions when they are brought here to Ottawa. We will show the world what high society entertainment is, once we get translations into English and French. I would like to hear Il Travatore being simultaneously translated or Caruso when he was at his best.

Mr. SOUTHAM: I think it is a wonderful idea. It sounds, off the cuff, a very expensive idea but if I sense that that is the feeling in this Committee, I will be able to report that to the corporation and they will certainly approach the idea with courage.

Mr. COWAN: With a name like "Southam", sir, perhaps you could give us a moment or two of the history of what happened to the Russell House here.

Mr. SOUTHAM: It burnt down.

Mr. COWAN: From the peak of productions?

Mr. SOUTHAM: No. But, you know, something went out of Ottawa when the Russell House burnt down, that has not existed since. This has not been a city, in the full sense of the word, ever since the Russell House was lost and I think we will become a city in the full sense of the word when we have a concert hall and a theatre.

Mr. COWAN: Would you allow me to say, as a native-born Ottawan, that more went out when our team dropped out of the National Hockey League?

Mr. SOUTHAM: Yes, that also.

Mr. COWAN: Thank you.

Mr. RICHARD: Does Item 22 apply only for the current year?

Mr. SOUTHAM: They are just a projection of the expenses for the current year.

Mr. RICHARD: They would not bear any relation to the future, of course?



Mr. SOUTHAM: No.

Mr. RICHARD: I suppose there is not much use in trying to project either what would be the annual cost or deficit of the operation of the centre at this time? I suppose that should be left to a future date. You have not made any calculations in that way yet, I suppose?

Mr. SOUTHAM: We have been making estimates but I would hesitate to release them because they are based on a series of programs that only remain possibilities until we meet with the corporation and they take certain decisions. I think, probably, the annual operating budget of the National Arts Centre will be in the order of the budgets of the National Gallery, the National Library, the National Museum. It is in that order of expenditure.

Mr. RICHARD: I can quite appreciate that an arts centre like this at the present time may be projected or built or thought out in accordance with the educational tastes of a generation of people of, for example, over 35 at the present time. I hope that it is in the thought of those who are the directors or trustees of the future or the president of the future, that they will find some way to co-ordinate that with the tastes of the younger generation so as to make them habitués of the Centre, and not try necessarily to maintain the tastes of our age.

Mr. SOUTHAM: I think you have put your finger on something that is of crucial importance to this. Because the Russell House burnt down, I think there has been a lost generation in Ottawa to which, perhaps, we belong. People of our age, who have lived in Ottawa for the last 30 years, have not had the sort of exposure to the lively arts that we should have had and it may be too late, really, to develop a profound taste for these things in our generation.

But what I have seen, all across this country, is that young people are very keen and Les Jeunesses Musicales movement, the National Theatre School in Montreal, the National Ballet School in Toronto and the associated activities, at that age level, all show an enormous amount of talent among young people and of interest among young people for their performances. I would hope that this Centre here will be oriented particularly towards seeing that our young people, when they grow up, grow up just that much better than we are.

Mr. MACQUARRIE: Then they will probably have some say in the development of the theatre too or the arts centre?

Mr. SOUTHAM: Yes, I think one of the results of the form of organization we have envisaged should be that the Board of Trustees will not do everything. There will be the involvement of the community through the resident organizations. Where theatre is concerned, it should reflect community involvement, not only that of French and English, but also in terms of age level too. Young people should be on that Board. The theatre society probably should have not only top professional companies but also young companies so that young people would be involved in working out the direction of the society and also, through its activities, in the performance of the companies.

Mr. RICHARD: That is always my impression about these groups. We must not continue the impression, that the young people will not fall for it, that such organizations as art centres of this type should belong to the type of people who have probably reached a certain age and act only as patrons and have very fixed ideas.

Mr. SOUTHAM: I absolutely agree.

Mr. MACQUARRIE: I have just a small question, Mr. Chairman. Mr. Southam mentioned, I believe, that it was not to be used as a convention centre. Did you mean that some of the rooms therein would not be available for lectures, gatherings or perhaps even for some political parties and so on?

Mr. SOUTHAM: No. What I meant, Mr. Macquarrie, was that we were not going to design it that way. Actually, if you were designing a convention centre, you would not design an opera house or a theatre. The shape of the rooms, and the ancillary facilities must be quite different and we decided not to modify the design of a good opera house or the design of a good theatre in order to meet that sort of requirement.

Mr. MACQUARRIE: This was on physical considerations?

Mr. SOUTHAM: That is right. Of course, the building will be available, when it is not being used for its primary artistic purposes, for use by anyone who would like to use it.

Mr. MACDONALD (*Prince*): Just one more small question. I was glad, when we talked about the performing arts, you included the performing art of eating as one function of this centre, in terms of the restaurant. I, myself, am glad that the restaurant is incorporated in this structure.

I am wondering if, in your thoughts concerning the restaurant itself, there will be some opportunity given to the facility of, for example, presenting certain kinds of performances in the restaurant. For instance, I can think of certain kinds of folk music which might be quite appropriate to a restaurant setting. We would need a certain kind of accommodation if it were to be presented effectively. Is this in the thinking of the design?

Mr. SOUTHAM: Yes, we are having a restaurant in which, like any other restaurant I suppose, there might be a musical accompaniment. It is possible that there could be a piano or something of that kind. But a restaurant is a restaurant.

The kind of activity you are thinking of, I think, is what we have in mind for the cafe, which will be more popularly priced and, we hope, made a place of resort particularly attractive to young people. The design is going to be quite different. The management arrangements will be different but we would hope that there, there could be folk singers and, I hesitate to use the word "happenings" because I do not quite know what it means—some happenings are rather alarming—but a more lively and informal atmosphere will, we hope, prevail in the cafe.

Mr. MACDONALD (*Prince*): So it will combine both the performing art of eating with these other things. Is it also in the thinking to include very good fidelity equipment in these eating places so that really good music can be used as background to the restaurant and cafe.

I am reminded, for instance, of Japan where, in a lot of restaurants, symphonic works, and what have you, are played in place of the popular music we would normally hear in this country. I think this might be a real possibility, provided that the reproduction equipment was really of a first class quality.

Mr. SOUTHAM: I may be wrong, but I think there is not to be this type of equipment in the restaurant or the cafe. If there is music or singing there, the

rooms are small enough for the sound to come to the public direct. We looked briefly at the idea of a sort of music by Muzak arrangement—soft music in the background—and ruled it out.

Mr. MACDONALD (*Prince*): I am not thinking of that though. Since this will be a unique place to go, either formally or informally, I am thinking that possibly it might be quite an addition to have high fidelity reproductions available of first class recordings and tapes, since you cannot always have live performers here. It is possible, in this day and age, to have reproductions just about as good as the live music itself. This, I think, would have considerable appeal in its uniqueness.

Mr. SOUTHAM: I think that represents the second suggestion which we will thank you for and look into.

Mr. PRITTIE: You should have met Mr. MacDonald two years ago.

Mr. TRUDEAU: But you will bear in mind that there will be some places where you can eat and talk without having to listen to music.

Mr. COWAN: This is just an incidental question. Mr. Richard wants to know if there will be a place in this cultural centre for preaching? You and Mr. MacDonald would not be—

I would like to ask you this. I think I heard you say that early in 1966 you went underneath Laurier Avenue and completed a space for garaging cars there?

Mr. SOUTHAM: Underneath the Mackenzie King Bridge.

Mr. COWAN: Is that garage being used now?

Mr. SOUTHAM: No. The garage, which is only partly completed, will be used by the contractor during the construction period for the storage of material. The garage will only become available to the public when the building itself does. When the contractor moves out.

Mr. COWAN: Why does the contractor have to have first need of that garage space?

Mr. SOUTHAM: The phase three contractor should be getting onto the site early in July next, within two or three weeks, and will need it then, I should think.

Mr. COWAN: I was interested in Mr. Richard's suggestion, some weeks ago, that that hole in the ground could be turned into a public garage and used that way for at least the next two years. Surely, they could make the foundation and the roof of the garage heavy enough that they could put the superstructure on top of it without finding it necessary to freeze that hole in the ground completely for the rest of the building time?

Mr. SOUTHAM: Our advice has been that the contractor will be moving a great deal of expensive equipment and materials onto the site as soon as he starts to work. He has cost free storage in the garage and he will need it all.

Mr. COWAN: Since the Treasury Board has given consent already for Vote 23, why do they wait for any further consent from parliament? Why do they not go right ahead?

The CHAIRMAN: Do you have any further questions?



Shall item 22 carry then?

Item No. 22 carried.

I will now call Item No. 23.

SECRETARY OF STATE  
National Arts Centre

23. Construction or Acquisition of Buildings, Works, Land and Equipment \$7,500,000.

Mr. COWAN: Is Item 23 just interim supply? As long as it is known as interim supply and not a permanent vote.

The CHAIRMAN: I am advised by the witness that, on Item 23, he could not answer most of the questions members might have, since the Department of Public Works is in charge. So that it is either a question of letting the item stand and having later, at your convenience, someone from the Department of Public Works who could answer the questions or taking the view that the Department of Public Works will have to answer about this before another Committee. I do not know.

Mr. STANBURY: Mr. Chairman, this is simply the amount of money that is expected to be required during the current year and it is based purely on a lump estimate. Details of it could not be given anyway. We will, on other occasions, have a chance to see the complete cost and how it is made up. It does not seem to serve any useful purpose to go into it.

The CHAIRMAN: Should Item No. 23 carry?

Mr. COWAN: Can we find out how much it cost to make that hole or is that under the Department of Public Works?

Mr. SOUTHAM: That is under the Department of Public Works.

The CHAIRMAN: Item No. 23 is carried.

Thank you, Mr. Southam.

We will now consider the estimates of the National Gallery of Canada, which can be found on page 288, with details on page 289.

Mr. MACDONALD (*Prince*): Mr. Chairman, I would first of all, like to thank Mr. Southam for coming here this afternoon and giving us a very lucid interpretation of what is taking place at the National Arts Centre.

Mr. SOUTHAM: I have enjoyed it very much. Thank you.

The CHAIRMAN: I will now call Item 1, Administration, and ask the Director, Dr. Jean Boggs, if she wishes to make an opening statement.

NATIONAL GALLERY OF CANADA

1. Administration, Operation and Maintenance including the payment of \$500,000 to the National Gallery Purchase Account for the purpose of acquiring works of art in conformity with section 8 of the National Gallery Act, and grants as detailed in the Estimates. \$1,857,200

Miss JEAN S. BOGGS (*Director, The National Gallery of Canada*): I think, since the hour is rather late, I will not make a very serious opening statement.

I feel, of course, very strongly about Museums of Art, in general, and about the National Gallery in particular, and I am quite happy to defend its role in Ottawa and Canada and beyond.



I think one thing everyone here should realize is that it is perhaps unique among galleries in the world in feeling not only responsible for the past, but for the present, and not only responsible for the capital but for the total country. This national conception is something we have to bear very strongly in mind. It is certainly part of the estimates themselves.

I have been here less than two weeks and one thing I should make clear, of course, is that I am not responsible for these estimates and I might preface our examination of them by saying I feel they are very modest indeed.

Mr. STANBURY: Mr. Chairman, I think we should take the opportunity to welcome Dr. Boggs on behalf of all the Committee. I am sure we will not have a more attractive head of any board or commission. Or a more competent one or more welcome.

I wonder whether there has been any indication given to Dr. Boggs, or whether she has any observations on the acquisition by the Gallery of a proper and adequate home some time in the near future?

Miss BOGGS: I have not discussed this with the Department of Public Works. We do expect to have one and I hope, in my most pessimistic moments, that we will begin one by 1975. I hope you will help me get there.

We need the space very badly. We already have to rent space for the storage of pictures. Our office space is crowded. We have problems with exhibition space as well. If any of you have seen our restaurant, which is run by the Canadian National Institute for the Blind, you will know that we have problems there with space, as well as with the quality of food. We really do have a serious need to move from that building to another.

Mr. STANBURY: One thing that has struck me about the gallery is the utter frustration of being unable to get anything to take home with you that is a reflection of what is in the gallery. It strikes me that very few of the paintings in the gallery are available in reproduction and, what are available, are displayed in the most inadequate way.

I would have to contrast this with what is available in the National Gallery in Washington, where I think, a very wide range of reproductions of works is displayed. Is there some problem here, about this? Or is it just something in which we have not taken sufficient interest?

Miss BOGGS: The National Gallery is not responsible for that sales desk. It is the property of the Queen's Printer.

Mr. STANBURY: Who determines what is reproduced and available?

Miss BOGGS: To some degree, the National Gallery, in co-operation with the Queen's Printer. As you probably see in the estimates it is a kind of joint project, I gather. I will turn to Dr. Dale who acted as Director for a year. That is right, is it not? It is about a fifty-fifty arrangement?

Dr. WILLIAM S. A. DALE (*Deputy Director, National Gallery of Canada*): The National Gallery does initiate publications and reproductions but I would say that a large share of the production costs are from the Queen's Printer.

Mr. STANBURY: Is there any problem, from the point of view of copyright, in reproducing any or all of the works the Gallery holds?

Miss BOGGS: There could be a problem in copyright. Now, with anything we buy, we buy the copyright as well as the work of art itself. It is possible that things bought in the past were not bought by that arrangement.

The whole question of the copyright of works of art is a very difficult one and one I would prefer, at the moment, to avoid. Yes, it is a problem or could become one.

Mr. STANBURY: My concern at this point is simply to try to see how the benefits of the Gallery can be spread more widely among the public. One of these ways seems to me to be to make reproductions more readily available, particularly reproductions which are representative of the works there. The presently available ones certainly do not represent the works there.

Another service, which is available in Washington, is the electronic tour service which, again, makes a Gallery much more completely accessible and understandable to the public. Is there any thought being given to means such as this to, in effect, open the gallery to greater public enjoyment?

Miss BOGGS: Yes, there is. First of all, in answer to your first question, we are also very much concerned about the problem of reproduction of the works in our collection and of making them accessible to the public in Ottawa, as well as also distributing them across the country. It is a matter of consideration already, even in my less than two weeks at the Gallery.

In answer to the second question, yes, there is even a figure of \$5,000, I think, in this budget for that kind of electrical equipment, the kind you mentioned. There are, however, problems which we have and which the National Gallery in Washington does not.

The National Gallery in Washington never lends a picture—or almost never lends a picture, except by an Act of Congress. We lend pictures constantly. We have over 40 exhibitions circulating through this country, a great many of them made up from our own collection. If there is an exhibition in Regina and they want to borrow a work from the National Gallery, we do everything we can to lend it to them. This means there is a hole in the wall which breaks the sequence in the use of electronic equipment. So there are a great many arguments for our use of docents, as we call them, human guides to take people through the gallery, instead of electrical equipment.

Mr. STANBURY: It seems to be a problem of traffic more than anything. The solution would not be too difficult, I suppose.

Miss BOGGS: It is a problem of traffic. It is so much easier with the electrical equipment. They can go all day.

Mr. STANBURY: You mentioned lending pictures. At present, you do not lend pictures to the public, as some galleries do?

Miss BOGGS: No, we do not.

An hon. MEMBER: National Galleries do not.

Mr. STANBURY: I do not know whether any other national galleries do but many galleries do have loan services and my impression was that at one time, at least, the National Gallery did. I recall hearing, for instance that pictures from the National Gallery were loaned to parliament. I think there are still some in the parliamentary dining room but perhaps nowhere else.

Miss BOGGS: I thought you meant loans made to private people.

Mr. STANBURY: Not necessarily simply to private individuals but to government offices.

Miss BOGGS: There is a possibility of our doing it to government offices and we do lend a great many pictures, for example, from the war collection to military messes all across Canada. There these situations are exceptions to the regulation of not lending.

Mr. STANBURY: Offices of members of parliament are among the exceptions, am quite sure.

Miss BOGGS: I think you would have to provide for a very large budget, for large staff, in order to administer this. I think it is more of an administration problem than anything else. It means sending men, and we have very few, to our offices to hang the pictures. It means, perhaps, insuring them—I do not know if this would be necessary—and worrying about their protection as they are not, as you know, insured.

Mr. STANBURY: It would relieve your storage problem.

Miss BOGGS: It would relieve the storage problem and it is, perhaps, a very good idea, but I have not considered all the ramifications.

Mr. STANBURY: Mr. Chairman, I am glad to hear that some thought has been given to widening the horizons of the gallery in terms of public exposure. That is all I wanted to say at the moment.

Mr. FAIRWEATHER: A good many people in Canada missed the 1966 calendar. In other years the Gallery calendars were very popular.

Miss BOGGS: There is one.

Mr. FAIRWEATHER: It is just a day calendar, is it not? There is not a regular calendar.

Mr. DALE: Mr. Chairman, it is true that there was a wall calendar. Is it the wall calendar you are referring to?

Mr. FAIRWEATHER: Yes.

Mr. DALE: We ran into some production problems with the wall calendar and had to abandon it.

Mr. FAIRWEATHER: Is this a permanent scrapping?

Miss BOGGS: I have not thought about it. I think it is a very good suggestion. We will give some thought to it again.

Mr. FAIRWEATHER: It rather fits in with Mr. Stanbury's question about getting some of the treasures you have across the nation.

The other thing is, I have noticed the criticism about United States acquisitions or lack of them. Presumably this might change?

Miss BOGGS: It is something to which we will give attention.

Mr. FAIRWEATHER: I have no other questions.

Mr. MacQUARRIE: In recent years, we have seen happily, the opening of galleries in various parts of the country. Are you developing a closer liaison with such centres as Charlottetown and Fredericton? Is this another way in which you are being more broadly national?

Miss BOGGS: It is a very important way. I would like to go across Canada within the year. Various members of the staff also go across the country,



particularly Mr. Jean-Paul Morisset, who is in charge of Extension Services. I think he, more than anyone else has travelled and seen these museums and established a very close liaison with them.

Mr. MACQUARRIE: Do you have people from their galleries at the National Gallery?

Miss BOGGS: Yes. They come fairly frequently.

Mr. MACQUARRIE: And you do a good deal of lending?

Miss BOGGS: Yes.

Mr. RICHARD: Have you an enlarged budget for this year for the purchase of new paintings or works?

Miss BOGGS: Yes. The basic budget is larger than it was the year before, although, if you look at the figures on the appropriation, it looks smaller. On page 290, the amount given is \$500,000 for this year and it was \$692,000 the year before. The actual regular budget the year before was \$300,000 so parliament granted \$392,900 to buy three works of art from the Spencer Churchill collection at auction.

Mr. RICHARD: Does that mean that if you recommended the purchase of certain paintings, you would have to get a special vote, supposing something cost \$750,000?

Miss BOGGS: That is right. If we knew that a picture was coming up at auction for \$750,000, Miss LaMarsh would have to take it to parliament.

Mr. RICHARD: While you are operating within that budget?

Miss BOGGS: That is right, yes.

Mr. RICHARD: That does not get you too far.

Mr. COWAN: Miss Boggs, you spoke about there being 40 travelling exhibitions out now. Are those 40 travelling exhibitions on an annual basis or are you calling an exhibition something like, for example, if the Women's Art Gallery of Wetaskiwin, Alberta, wanted to borrow 15 paintings this year? Would you count that a travelling exhibition in 1966?

Miss BOGGS: No. These are exhibitions which are arranged at the National Gallery for distribution. They have some kind of catalogue to go with them. We hope to develop the material assembled with the exhibition more fully than has ever been done before, so that slides and recordings and other things, will go with the exhibition itself.

If any of you are interested, those exhibitions are being packed and crated in the basement of the gallery at this moment. It is fascinating to see what variety there is among those exhibitions. There are medieval brass rubbings, for example, or a photographic study of the architecture of Arthur Erikson, or there are Alex Colville's war works, an exhibition of the Canadian Society of Graphic Arts, the Massey Collection in two parts, Fitzgerald's drawings, Henry Moore's five sculptures and 31 photographs, Klimp, who is that really interesting Viennese artist, or modern Spanish painting, Tom Thomson's sketches, Town and McEwen; other exhibitions which will be at the National Gallery itself but will go on beyond it; a German artist called Gramatee, Jack Humphrey, a photography exhibition Lartigue and Lawson.



Mr. COWAN: I would much rather see art travelling throughout Canada than spending millions of dollars here building a big building in which to hang them, so that people have to come from Vancouver Island and Newfoundland to see it. It is easier to take art to the people than the people to art.

What I would like to ask you is, will these 40 exhibitions in 1966 be the same 40 exhibitions that are on display in 1967 and 1968? Are they on an annual basis or is it just hit and miss that you happen to have 40 at the present time?

Miss BOGGS: Actually, I think there are over 40. Of that, I am not certain. I believe there are at least ten new exhibitions a year, with additional staff, we hope to make it 20. With all these new art centres established across Canada, there is an increasing demand for these exhibitions.

Mr. COWAN: Do you send any of the pictures that are in the basement of the building, around about Ottawa to, say, high schools who have 2,400 enrolments? There are many of them throughout the country today. You could loan them the pictures for four to eight weeks during each term and ship them from the big high schools in Toronto to the big high schools in Hamilton and in London.

Miss BOGGS: We have thought of having travelling didactic exhibitions to go to schools, to shopping centres, and to other places where they cannot provide the kind of protection we need for this sort of exhibition.

We do have to worry about things not being damaged or lost but there are substitutes for schools and I think we should and must do more in that direction than we have done before. We must do it in collaboration with the Departments of Education of the provinces concerned. We can do very constructive things by working with them.

Mr. COWAN: The question I was asking is are these travelling exhibits on a permanent basis or is it a hit and miss thing, year by year?

Miss BOGGS: I am sorry. Yes, they are permanent, if you mean that there are always exhibitions sent out from the National Gallery. I thought you meant, are they the same exhibitions year after year.

Mr. COWAN: If art work is sent out for a four week display say in Brandon, Manitoba, then Dauphin, Manitoba, and then Virden, Manitoba in 1966, will there be an art display in Brandon, Manitoba, Dauphin, Manitoba and then Virden, Manitoba next year on the same basis?

Miss BOGGS: If they are interested, yes.

Mr. COWAN: Only if they are interested, not because the National Art Gallery is sending them out there?

Miss BOGGS: The National Gallery sends out lists with descriptions of the exhibitions to the appropriate people.

Mr. COWAN: You are saying that the demand for the pictures must be there before you send the pictures. You do not send the pictures out to create a demand. I would rather you sent the pictures out to create the demand than wait for the demand. I can think of some places in New Brunswick that will never ask for a picture.

Miss BOGGS: They have to be prepared to receive them. We cannot just send pictures to a museum which does not want them.

Mr. COWAN: You could send the people to the art gallery to see the exhibit and create the interest, rather than wait for the interest to be created.

Miss BOGGS: That we must do. You are quite right that we must do far more in arousing interest throughout the whole country.

Mr. COWAN: You are the Director of the Art Gallery and, while you are here, and this man is over here, I would like to tell you that one of my pet peeves against New Brunswick is that down in Fredericton they have one of the two original elephantine editions of Audubon's works and they will not let it out of Fredericton. If you could get that on a travelling exhibit throughout Canada, you would make a name for yourself. They hang on to it down there and say, "if anybody wants to look at one of these two original elephantine editions of Audubon's, you come to Fredericton." I think it would be so much more generous if those people would let those pictures go throughout the country on a travelling basis.

Miss BOGGS: It is possible that we could also work with other institutions in Canada to circulate for them what they have.

Mr. COWAN: I think there is much greater possibilities, from an educational standpoint, in having these travelling exhibitions going around the country without waiting for the demand to be there, than there is in storing them in buildings here in Ottawa.

Of course, you have been here only two weeks and Ottawa has got you pretty well in its grasp. You are asking for more money already. I hate to think what you will be asking for a year from now. I do not think you will have any trouble getting it.

The CHAIRMAN: Shall Item No. 1 carry.

Item No. 1 is carried.

The Committee will be interested to know, and Mr. Cowan particularly, that Mr. Barry MacDonald of the Canadian Broadcasting Corporation, has sent us the breakdown that shows the division between live and film operations. This was asked for on May 24.

Mr. COWAN: Is that a television breakdown?

The CHAIRMAN: I am sending you five copies of a breakdown of operating hours on CBC English and French television stations of CBC English and French television networks. The breakdown shows the division between live and film operations. There is a copy, if you want one.

Mr. COWAN: Can we have a similar breakdown for radio, for our records?

The CHAIRMAN: I must confess I did not have time to study it. If there is another request to convey to them, you just tell us.

We had first planned to have a meeting of the Committee tonight but the steering committee has to meet at 8:30 o'clock in room 465 so the Committee will not be sitting tonight. The Committee will meet next Friday. Owing to the difficulties we have of having the officials before us, we do not know yet who is going to appear. As soon as we know we will let the Committee members know. That is all.

Mr. MacDONALD (*Prince*): How soon can the Committee expect to consider a draft of the steering committee's interim report?

The CHAIRMAN: Realistically, I think not before next Monday. If the steering committee could agree on a draft this week and be in a position to present this draft to the Committee next Monday, I think this will be about the best we can do.







OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

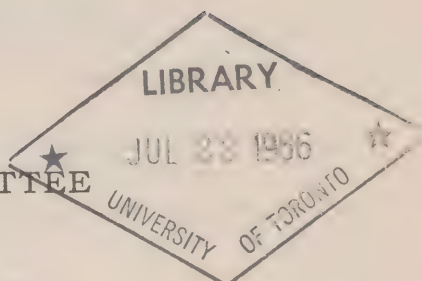
First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON



# BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. GÉRARD PELLETIER

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 22

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FRIDAY JUNE 17, 1966

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Main Estimates (1966-67) of the Department of  
Public Printing and Stationery

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WITNESSES:

*from the Department of Public Printing and Stationery:* Messrs. Roger Duhamel, Queen's Printer; L. J. Walsh, Chief Financial Services; and G. L. Ward, Chief, Purchasing Division.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Langlois ( <i>Mégantic</i> ),	Mr. Prittie,
Mr. Béchard,	Mr. Lewis,	Mr. Prud'homme,
Mr. Berger,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Richard,
Mr. Brand,	Mr. Mackasey,	Mr. Sherman,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stafford,
Mr. Fairweather,	Mr. McCleave,	Mr. Stanbury,
Mr. Hymmen,	Mr. Munro,	Mr. Trudeau—(25).
Mr. Johnston,	Mr. Nugent,	

M. Slack,  
*Clerk of the Committee.*



## MINUTES OF PROCEEDINGS

FRIDAY, June 17, 1966.  
(37)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.45 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Brand, Cowan, Mackasey, Macquarrie, McCleave, Pelletier, Prittie, Stanbury, Trudeau (10).

*Member also present:* Mr. Grégoire.

*In attendance:* From the Department of Public Printing and Stationery: Messrs. Roger Duhamel, Queen's Printer; L. J. Walsh, Chief, Financial Services; J. E. Meunier, Chief, Administrative Services; G. L. Ward, Chief, Purchasing Division.

The Chairman presented the *Tenth Report of the Subcommittee on Agenda and Procedure*, dated June 17, as follows:

Your Subcommittee recommends that:

1. The document entitled, "Answers to some current questions about 'Seven Days', from Douglas Leiterman, May 30, 1966", previously distributed to all members of the Committee, be not now tabled.

2. That the request that the Chairman of the B.B.G. be called, be deferred until later in the committee's deliberations.

3. That the following Estimates, be considered as listed below:

Friday, June 17—Public Printing and Stationery

Tuesday, June 21—Centennial Commission

Thursday, June 23—(In camera) to consider report to the House re: "Seven Days"

Monday, June 27—1. National Library of Canada

2. Public Archives

3. National Museum

Tuesday, June 28—1. Representation commissioner

2. Civil Service

On motion of Mr. Basford, seconded by Mr. Prittie, the Tenth Report was adopted.

The Committee then proceeded to the consideration of the Estimates for the Department of Public Printing and Stationery, and the Chairman called Item 1, Departmental Administration.

The Queen's Printer, Mr. Roger Duhamel, after introducing his officials, made a statement explaining progress in changes and operations of his Department.

Mr. Duhamel was examined on the operations of his Department, assisted by Messrs. Walsh and Ward.

The examination of the witnesses still continuing, at 10.55 a.m., the Committee adjourned until 3.30 p.m. on Tuesday, June 21.

M. Slack,  
*Clerk of the Committee.*

## EVIDENCE

(Recorded by Electronic Apparatus)

FRIDAY, June 17, 1966.

(9.45 a.m.)

English)

The CHAIRMAN: We will now discuss the estimates of the department of Public Printing and Stationery which can be found on page 386 of the Estimates with details on pages 387 to 389.

I will now call item No. 1, Departmental Administration, which reads as follows:

1. Departmental Administration, \$244,700.

Mr. PRITTIE: I would like to ask the Queen's Printer as an introduction to explain to the Committee the current position of his department and the related departments. I looked over the last two or three annual reports and I see there has been quite a bit of transferring around of the functions between the Department of Industry, the Department of Defence Production and the Department of Secretary of State, and I think it would clarify things for the Committee if the Queen's Printer at this point could tell us what he is responsible for now and what he is not responsible for now. He knows what I mean.

Translation)

Mr. Roger DUHAMEL (Queen's Printer): Mr. Chairman, gentlemen. First of all, I would like to introduce my colleagues, Mr. Lionel Walsh, Chief Financial Services, Mr. G. L. Ward, Chief, Purchasing Division and Mr. Paul Meunier, Chief, Administrative Services. I have no opening statement to make, but at the request of any members of the Committee Mr. Prittie, I am quite ready to explain as briefly as possible the changes that have taken place. For those who would like to receive further details, I would refer them to the Annual Report or the fiscal year which ended March 31, 1964. For a few minutes, gentlemen, I shall now sum up very briefly, the progress of operations or changes.

Pursuant to the Glassco Commission Report, the commissioners had recommended the division as regards the national printing services, between the mechanical services, the printing services, typographical, linotype operation, binding services, etc. that should be separated from the publishing end. At that time, there was an Order in Council of July 25, 1963, according to which the duties were specified and stipulated. For a few months, the entire department, which is known as P.P. & S., was transferred to the department of Industry. It was during that period that the split took place. In other words, everything that pertains to the purchasing of paper, typewriters, equipment, etc., remained under the general purchasing division of the Department of Defence Production.

Printing—and when I think of “Printing” I mean the actual, physical process of printing—also comes under the Defence Production Department. I do not want to waste your time, but what I want to sum up is to say that you have two different operations now. You have on the one hand, the Canadian Government Printing Bureau, which is a branch, responsible to the Defence Production Department. And in parallel with that, you have what we call the “proposed Queen’s publisher” because the necessary Act has not been adopted yet, though it is prepared and in the hands of the Cabinet. I do not know what fate it will have. But this “Queen’s Publisher Office” is answerable to the Secretary of State. Now, as the Act has not been amended, there is still this paradox, if you like. I must sign my documents as Queen’s Printer, even though there is now a fact that there is no longer a Queen’s Printer, but there will be, as will appear, a Queen’s Publisher. As the law has not been amended, the P.P. and S. Act still comes under the Secretary of State, and it is only by the Transfer Act of duties that the two departments can function. Some last few words, and then I will answer any questions that you would like to ask me. When we speak of a split, let me explain, the Printing Bureau as such has evidently a working agreement with the Queen’s Publisher. By that, I mean—let us take an example—the most striking example, in fact, albeit the simplest one. With regard to all parliamentary papers, such as *Hansard*, or the reports of your committees. I do not have the necessary authorization to have them printed in Halifax or Vancouver. That is work which is obviously reserved for the Printing Bureau, for obvious reasons it seems to me.

Just one last word. When we receive . . . you are aware that we have a single category of customers, they are the various departments of the Canadian Government and the agencies. We are a service department. We do not take any action on our own, we receive requisitions and we carry out the necessary work. So, when we receive a requisition for any given job, we have an agreement, we send this request to the Printing Bureau, and that bureau, within a given period of time, tells us: “We will carry it out.” And they keep it or they tell us: “We will not do the job”, and then the requisition goes to Mr. Ward, who is the purchasing agent, and who calls for tenders and looks after all the necessary procedures to farm out this printing.

I do not know, if I have answered Mr. Prittie’s question.

(English)

MR. PRITTIE: I think so. I think I understand it. Mr. Chairman. The Canadian government printing bureau then puts out a separate report each year quite apart from yours—

MR. DUHAMEL: Quite exactly, Mr. Prittie.

MR. PRITTIE: You just have explained that they do some of the printing which you require and you put out the other printing to commercial tender.

MR. DUHAMEL: That is correct.

MR. PRITTIE: Do you want to proceed with the general questions now, Mr. Chairman. If I may I will go ahead with one or two others.

I was looking at the general headings of your report.

MR. DUHAMEL: Which one, Mr. Prittie?



Mr. PRITTIE: The one I have not mentioned, 1965. Is that the last one?

Mr. DUHAMEL: Yes.

Mr. PRITTIE: "The prints procurement division, the publishing production division and the purchasing division". Now, is the publishing production division the one responsible for getting work done by outside—

Mr. DUHAMEL: Yes. We have in the publishing production division the art designer, the layout man, the copywriters, and all these people. They prepare the specifications for the commercial printers.

Mr. PRITTIE: Now, is the purchasing division the one then that makes arrangements for outside publishing?

Mr. DUHAMEL: That is correct.

Mr. PRITTIE: Thank you.

Do your book stores come under the heading of sales and publications?

Mr. DUHAMEL: Yes.

Mr. PRITTIE: I notice here "mailing division". Do you operate services here for other government departments?

Mr. DUHAMEL: Yes; we have mailing lists.

Mr. PRITTIE: Do you charge them for this?

Mr. DUHAMEL: No; not at all. It is a service.

Mr. PRITTIE: Well, I notice at the beginning of your budget you have items listed before Vote No. 1, approximate value of major services not included in these estimates, the services given you by public works and so on. Do these other departments then show similar items for you where you are carrying out mailing services for them.

Mr. DUHAMEL: No.

Mr. PRITTIE: That is an accounting procedure but it seems to me if you show the cost of services rendered to you by other departments, they in turn should show the same thing if you are doing work for them. It is probably more a matter for the Auditor General.

Mr. DUHAMEL: As a matter of fact, I am not aware of what they are doing; I know only my own estimates.

Mr. PRITTIE: But you are doing work for other departments, so the value of that should be shown somewhere in their budget it seems to me, but we can ask the Auditor General about that.

Mr. DUHAMEL: That is true.

Mr. PRITTIE: Well, the only other question I have, Mr. Chairman, is about the book stores which are operating in the major cities. Do you have a cost breakdown of those, the cost of running them and the amount of money taken in? I am not suggesting at the moment that they have to be profitable. I am just interested to know the difference between the cost of operating the book stores and the revenue received by them.

Mr. DUHAMEL: If you do not mind I will ask Mr. Walsh to give you the exact figures.

Mr. L. J. WALSH (*Chief, Financial Services, Department of Public Printing and Stationery*): Yes, we do have a breakdown by book shop. They do make a certain amount of profit, so to speak.

Mr. COWAN: Did you say "so to speak"?

Mr. WALSH: Well, what I mean is profit in the sense of revenues coming in.

Mr. COWAN: I just wondered why you said "so to speak." If you make a profit you do not need to "so to speak." Did it make a profit?

Mr. WALSH: Yes. We had cost reports for each particular book shop. Now, we consider their own expenses as an operating entity, they do make a profit. However, if you were to charge them with the heat, light, rent and things of that nature, they would not make a profit. Presently we are not being charged directly with that. These charges are shown in the approximate value of major services. It is shown in there.

Mr. PRITTIE: Oh, I see, from public works?

Mr. WALSH: Yes.

Mr. PRITTIE: For example, you have one in Vancouver now which is in its second year of operation. How many people do you have on staff at that book store?

Mr. DUHAMEL: Six, I think.

Mr. PRITTIE: Well, thank you, Mr. Chairman, those are all the questions I have.

● (10.00 a.m.)

(Translation)

Mr. GRÉGOIRE: Simply two questions. Does the Queen's Printer send government publications free of charge to college libraries, school libraries, university libraries and others?

Mr. DUHAMEL: To answer your question, Mr. Grégoire, we are governed by the T.B. minute of the 31st of March, 1955, according to which, I do not have the French text:

(English)

Except maps and charts, which he may have for sale only, the Queen's Printer shall send without charge, copies of each government publication currently listed in the daily check list as follows:

(a) Five copies to the Library of Parliament.

(b) Two copies to the National Library—one copy to the depositary library.

One copy of the same current government publication shall be sent on application "seulement sur demande"—without charge to persons and institutions as follows: Senators and members of the Parliament of Canada; Ministers of the government of Canada and their parliamentary

assistants; central libraries of each provincial legislature in Canada; public libraries in Canada; universities, law faculties and college libraries in Canada; and for debates of the House of Commons only senior high school libraries in Canada.

(Translation)

Which means, and you have just raised a difficult point, which has not been resolved yet and which seems to me to be quite serious. The fact that here "college" in French and in English do not have the same meaning, do not correspond exactly.

Therefore the English word "college", as I recall it, indicates a pre-university level institution where higher studies already take place. Up to the very last few years, the problem did not arise, but now with the reorganization of the educational system at all levels in the Province of Quebec, you now have central schools which are general in scope—then may be called institutes,—which will award university degrees or quasi-university degrees so that their graduates can go into higher learning. Therefore, we will have to revise the very concept of the term "college" and that is why I can tell you, Mr. Grégoire, that I am in correspondence with the Treasury Board to have this text amended. In my opinion, it is not sufficiently clear; it could, therefore, encompass more institutions where research is taking place, where reading is engaged in, by young people who are no longer adolescents, who are young people already in professional or intellectual life.

Mr. GRÉGOIRE: Mr. Duhamel, in the French text, what do they say for the English term "college"?

Mr. DUHAMEL: I apologize, I did not bring it.

Mr. GRÉGOIRE: I think the translation is "college"?

Mr. DUHAMEL: I think we say the same thing.

Mr. GRÉGOIRE: What is the objection to send our government publications free of charge to classical colleges in the Province of Quebec?

Mr. DUHAMEL: The objection?

Mr. GRÉGOIRE: If "collège classique" is properly translated by "classical college".

Mr. DUHAMEL: But I cannot commit myself, I do not have the text in front of me.

Mr. GRÉGOIRE: You also mentioned "high schools" which is equivalent to secondary schools.

(English)

Mr. PRITTE: Well, I think that is the difference. The classical colleges include what we would ordinarily call senior high schools plus a term of university. If you include them in the term "college", they get all publications.

(Translation)

Mr. DUHAMEL: But if I may go on, Mr. Grégoire, I consider that the problem that you have just raised is an extremely important one and we have

already looked into it and it is being solved along the lines of more publications being sent out as you have suggested.

If Treasury Board, or we ourselves, seem to have been a little reluctant it is that the whole idea behind the regulations, is to avoid unnecessary expenditures.

Mr. GRÉGOIRE: What about the Écoles normales which is a teaching school, are those included here, perhaps under the term "college"?

Mr. DUHAMEL: No, I do not think so; not at this time.

Mr. GRÉGOIRE: They are branches of the faculty of education or vocational guidance.

Mr. DUHAMEL: The problem is under study, and in about six months I could give you a report.

Mr. GRÉGOIRE: Mr. Duhamel, in the circumstances do you send the same proportion to institutions in the Province of Quebec as in other Provinces, these government publications that is?

Mr. DUHAMEL: I cannot tell you, I think we have a total of 182—I did not realize I would be questioned on this subject, but I think we have 182 institutions throughout Canada, but this is an answer subject to correction.

Mr. GRÉGOIRE: How many would there be in Quebec?

Mr. DUHAMEL: I am sorry I am not in a position to answer this, I could provide you with that information in a few hours' time if you desire, it is very easy for us to obtain it.

Mr. GRÉGOIRE: My second question, Mr. Duhamel. When, for instance, we receive Committee reports in French, after the English version has been circulated, does that depend on the translation. In other words is it something that happens before your department gets the material.

Mr. DUHAMEL: I cannot tell you. When you are dealing with the printing department that does not come under me.

Mr. GRÉGOIRE: It does not come under you?

Mr. DUHAMEL: I am concerned with the various formats for instance, if Parliament decided to have a bilingual text in the same volume in two columns and things like that, these are publishing questions that concern me but the actual printing operation does not concern me.

Mr. GRÉGOIRE: In other words, you do not get the material before it goes to printing?

Mr. DUHAMEL: No, we have an agreement to avoid this. You understand that if it was necessary for the Queen's Publishing people to have to wait until 10.30 or 11.00 o'clock at night to get the *Hansard* to bring it to the gentlemen who will put it on the machine we try to short circuit it.

Mr. GRÉGOIRE: With regard to the Canada Year Book, you remember two years ago, the French edition came out four or five months after the English edition and we were told that that was because of translation.



Mr. DUHAMEL: Yes.

Mr. GRÉGOIRE: At the present time, are we trying to publish both simultaneously?

Mr. DUHAMEL: Yes, we are endeavouring to do so. We try to reduce the time that elapses between the two. If I may just go a little further, we are trying to apply this also to other publications. There is a problem which is rather troublesome which arises and I think that all Parliamentarians will realize this. You have an important document which is drafted in English, it is sent out to the translation services. Like almost everybody else they are short of staff, they need time to carry this out, while the English report is printed and is ready.

I have two solutions. Either I am going to keep it ready and deprive the Canadian people of information of which they may have the most urgent need in order to meet the requirements of bilingualism or I will release it. Should I do this? I consider that it might be rather unfortunate to proceed in this manner. Of course, we endeavour to encourage all services who send us a copy to issue publications simultaneously and we have some publications that may appear at any time. For instance, a few years ago, *The Queen's Choice*, the history of the city of Ottawa, whether that appeared in March or May, that was not very important, we waited and we put out the volume in both languages on the same day, it was much easier.

But you will understand, for instance in the case of an insurance report on which all underwriters depend to revise their rates etc., even if the French Canadian companies from Montreal phone me and tell me, "We want the English copy", they would even take it in German because they need it so urgently, it is a working document, and that is why, very often, you do not have simultaneous publication which of course, would be desirable.

Mr. GRÉGOIRE: Thank you Mr. Chairman.

*English)*

Mr. BASFORD: Yes; I have a few questions, and the first two are rather simple. Apart from your statutory requirements for the distribution of *Hansard*, how many individuals subscribe to it?

Mr. DUHAMEL: Between 12,000 and 14,000 in the country, I think.

Mr. BASFORD: Out of 20 million people?

Mr. DUHAMEL: Yes.

Mr. BASFORD: With regard to the regional book stores, what effort is made to see that the publications come on sale in the book stores all at the same time?

*Translation)*

Mr. DUHAMEL: We try, of course, but in the case of any report of an inquiry which is tabled in the House by a Minister at 3.00 p.m., it is only at that time we can start working. It is obvious that it takes more time to get it to Vancouver than to Ottawa, and, of course, there is a difference in time.

When we have more or less a moral certainty that it will in actual fact be published, then we can in advance, send it out to Vancouver or Winnipeg and tell our District Manager: "Do not touch it, but as soon as we send you a wire, you can go ahead and sell it". We try and ensure that all regions in the country are served at the same time, as far as possible.

(English)

Mr. BASFORD: I appreciate your effort in this regard but I would draw it to your attention because I get a great number of complaints from Vancouver—metropolitan area—when some important document is tabled in Ottawa and people in Vancouver cannot get a copy of it; it is unavailable. I appreciate your attention and your explanation and I would just ask you to do all that you can to avoid that situation arising, if possible.

(Translation)

Mr. DUHAMEL: If I may, Mr. Basford, make a supplementary comment. When it is a question in particular of reports of inquiries, if we had printed it a week before it is tabled, then Vancouver would have it in time. But the Minister precisely waits until he gets the verified copy from the Printer to table them in a hurry. In other words, he has been promising the paper for weeks in the House, and then finally when we manage to give him 50 copies, he immediately tables them. So we, with the rest that we have, we send it out. In other words, we cannot send it out in advance under those conditions.

(English)

Mr. BASFORD: No; except you could tell the Minister not to table it for a week—

Mr. DUHAMEL: I do not have this authority, Mr. Basford.

Mr. BASFORD: —to meet the requirements of the people in Vancouver.

Mr. DUHAMEL: If the Minister is from Vancouver it might happen.

Mr. BASFORD: The other questions I have are: What is the extent of the paper that you would purchase in one year?

Mr. DUHAMEL: This falls under the other department, I do not know anything about it.

Mr. BASFORD: Well, what does your purchasing department purchase then?

(Translation)

Mr. DUHAMEL: Our purchasing department buys things to be printed such as documents, for instance, but paper and ink and these things, we are not concerned with.

Mr. BASFORD: They are supplied to you or purchased by someone else?

(English)

Mr. DUHAMEL: The Defence Production Department handles all these problems.

Mr. BASFORD: I see. So your material is supplied to you or purchased by someone else.

(Translation)

Mr. DUHAMEL: By the Defence Production Department or commercial printers.

English)

Mr. BASFORD: I had a great many questions on identical bids for paper.

Mr. DUHAMEL: It is not in my province.

Mr. BASFORD: Well, on the purchases that you do make of printing—I take you do not get identical bids in printing, or do you?

Mr. DUHAMEL: Identical?

Mr. BASFORD: Yes.

Mr. DUHAMEL: Well, I do not think it has ever happened, Mr. Ward?

Mr. WARD: The occasions are very rare, sir.

Mr. DUHAMEL: They are very rare.

Mr. BASFORD: What effort is made to distribute the purchasing of printing or graphic arts across the country?

Mr. DUHAMEL: Would you mind explaining, Mr. Ward?

Mr. WARD: Not at all.

Mr. BASFORD, we have a list of printing equipment that is located throughout the country, and we have it broken down by press sizes geographically. When we have a requirement to deliver a printed product in, let us say, Winnipeg, and the job is suitable for 25-38 two-coloured press, for instance, we just flip over the index to 25-38, and look up all the people in Winnipeg that have that size press and we invite them to quote. If it is a national requirement, we try to spread the business from coast to coast inviting all the firms that have the necessary equipment.

Mr. BASFORD: For national requirements of national purchases how successful are you in distributing it from coast to coast? Have you a breakdown?

Mr. WARD: Yes; we do. We have a breakdown by provinces.

Mr. BASFORD: Could I have it?

Mr. DUHAMEL: This report is only for the first two months of the fiscal year.

Mr. BASFORD: Well, the report shows that Manitoba received \$4,000—I am rounding these out—Newfoundland, \$399; Ontario, \$286,000; Quebec, \$282,000 and the United States \$621. Alberta, British Columbia, New Brunswick, Nova Scotia, Prince Edward Island, Saskatchewan and other countries, received none.

Would you describe that as a successful distribution from coast to coast?

Mr. DUHAMEL: It is only for two months.

Mr. BASFORD: Well, what would happen on an annual basis?

Mr. WARD: Mr. Basford, I have here a summary of the value of business distributed over the country with comparative figures for the years 1964-65 and 1965-66, which may interest you.

Mr. BASFORD: I wonder if these documents could be tabled, Mr. Chairman. I am not asking that they be made part of the record, but could they be tabled and thereby made available to those who would like them.

The CHAIRMAN: Mr. Duhamel tells me that we can even have copies for each member.

Mr. DUHAMEL: It is part of our annual report. We are just working on it now.

Mr. BASFORD: Could I suggest that in subsequent reports and subsequent tables you show the percentages, or the breakdown as a percentage of the total.

Mr. DUHAMEL: By provinces?

Mr. STANBURY: Per capita or per facilities available.

Mr. BASFORD: What effort is made to advise the industry that you maintain such an index of printing establishments or conversely what efforts does your department make to make sure that your index of printing equipment is up to date?

Mr. WARD: Mr. Basford, we depend on industry to carry the initiative. If they are interested in participating in government business they have to make representation to the department, and when they do, we ask them to complete an equipment card which outlines all the press equipment and ancillary equipment in that plant. This enables us to know what their printing capabilities are.

Mr. DUHAMEL: Commercial printers who are very alert come and see us quite often.

Mr. BASFORD: Well, seeing that you do not get any identical bids I do not have any further questions.

*(Translation)*

Mr. TRUDEAU: Could I make some supplementary observations, Mr. Chairman? I only would like to say that I do not agree with the suggestion by Mr. Basford, that is to say, that in the report we should of necessity suggest a certain percentage per province. I do not know whether that will become a recommendation or a suggestion, I hope it is not a recommendation coming from the Committee.

I have no objection to our making this calculation, but it seems to me that it is not the objective of an agency of the central government to engage in this sort of redistribution of the business of the central government taking into account percentages that are attributed to each province, because in that case we would also have to go into rather extraordinary calculations as to how much is given per capita. We would also have to take into account the percentage of equipment that there is for the printer in each province, and we would really be only getting into a function which, in my opinion, is not that of the federal government.

*(English)*

Mr. BASFORD: Well, I think it is a matter of concern to the federal government. It certainly is a matter of concern to members of Parliament when



y my own calculations the purchases of the Department of Defence Production in British Columbia amount to two per cent of the total. This is a matter of concern to me.

Mr. TRUDEAU: I agree that rightly it should be a matter of concern to Mr. Basford, Mr. Chairman, but I am suggesting that it is his job to figure out percentages or, perhaps, he can ask the department to help him figure them out; they are too complicated, but, I do not think that in an annual report the government should be embarking on this kind of, shall we say, equalization grants throughout the provinces. Surely, this is not the function of any one department like the Queen's Printer.

Mr. COWAN: You use the word "equalization." Mr. Basford and I know that in British Columbia and Ontario you use equalization to give payments to other parts of the country. I think he is quite fair in asking for a fairer division of the printing that is placed throughout the country.

Mr. TRUDEAU: I agree that he is right in asking for a fair division, but this is another question, whether it should be worked out in percentages.

Mr. COWAN: He did not ask that it be worked out in percentages, he asked to be shown how it fell at the end of the year.

Mr. TRUDEAU: I am sorry, Mr. Chairman, he did ask that in future reports the reports indicate the percentage per province.

Mr. COWAN: Yes; he did not ask that it be allocated on a percentage basis which is what you just said.

Mr. TRUDEAU: What is the implication of showing it?

Mr. COWAN: Well, he might ask the following year.

Mr. BASFORD: I have no further questions, I seem to have started a debate though.

Mr. STANBURY: Mr. Chairman, I wonder if we could find out the basis for the charge for subscriptions to *Hansard*. It seems very modest. I presume that it is less than the cost of a session's printing of *Hansard*.

(Translation)

Mr. DUHAMEL: If I understand Mr. Stanbury's question correctly, you are asking whether the publication of *Hansard* is financially economical?

(English)

Mr. STANBURY: No; I am asking whether the private subscriptions to *Hansard*—I think it is \$3 per session—pays for the copies that go out to private individuals who subscribe.

Mr. DUHAMEL: I would say no.

Mr. TRUDEAU: Except in 1940 when the session lasted six hours, I suppose.

Mr. DUHAMEL: Yes. Well, it is very hard to ask people to pay again.

Mr. STANBURY: I suppose the price of subscription has not gone up since then.

Mr. DUHAMEL: No. It is \$3.

Mr. STANBURY: I am not suggesting it should. I think people should be encouraged to subscribe to it. Mr. Basford has brought out that an unfortunately small number of people do subscribe, but I want to emphasize the fact that it is extremely cheap and undoubtedly costs much less to the subscriber than it does to the government.

(Translation)

Mr. DUHAMEL: Quite so, and I would even add that two or three years ago, on the recommendation of the Treasury Board we had increased the price of our publications across the board, by about 30 per cent, but the price of *Hansard* was not raised, because it is felt that, as a public service, we should permit Canadian people to follow the progress of the nation.

(English)

Mr. STANBURY: That is the best bargain in reading in the country.

Mr. DUHAMEL: I think you are right.

Mr. STANBURY: I am not suggesting that the quality is always high but the quantity is certainly there. I think Mr. Basford wanted to ask a supplementary question about this.

Mr. BASFORD: A supplementary question, Mr. Chairman. How was the number of 16 complimentary copies per member of Parliament arrived at.

Mr. DUHAMEL: Sixteen?

Mr. BASFORD: Yes. How was that arrived at?

(Translation)

Mr. DUHAMEL: I really do not know, that was there before I came and we just go on. Nobody asked us to increase the number of "free subscriptions".

(English)

Mr. BASFORD: I do not know under what authority the 16 is arrived at. Would you consider raising it? You say that you have not had a request. I now make a request.

(Translation)

Mr. DUHAMEL: Yes, but the request must come of course, from my Minister. If my Minister asks that in the future there should be 25 or 50 copies, all I can do is execute his orders, I cannot take any initiative because someone can ask me for 25 copies, someone else can ask me for 100 copies and I would like to have some kind of a standard order on that.

(English)

Mr. BASFORD: Well, I did not mean that you just fill whatever requests are made. I suggest that there be authority to raise it from 16 to a higher figure. I do not know where that authority is derived from, whether it is a regulation of the House of Commons, the Treasury Board, or what it is.

(Translation)

Mr. DUHAMEL: It is Treasury Board that gives us our instructions.

(English)

Mr. PRITTIE: On that point, members might be interested, I did not before know that senior high schools were permitted to get it. I have been sending it to senior high schools. I can tell them to apply directly now.

Mr. TRUDEAU: Do you mean the library or the—

Mr. PRITTIE: They can apply to the Queen's Printer for *Hansard*.

Mr. BASFORD: Do the high schools have to apply or are they sent automatically?

Mr. DUHAMEL: Yes, Mr. Basford, they must apply.

Mr. BASFORD: I see. Well, I hope that the press take note of the fact that all the high schools in Canada can obtain *Hansard* for nothing.

Mr. STANBURY: Mr. Chairman, I should think it would be an excellent idea for these to be sent to the high schools without their having to apply. It is a simple matter to find out what high schools there are, and I should think it would be a very basic piece of material for all high schools, and it should go to them without their having to apply. I would like the Queen's Printer to take that into consideration.

(Translation)

Mr. DUHAMEL: So far, we have just applied the rules of government, then we would have to ask Treasury Board to amend these regulations, we would do that with pleasure, but the reason for the "if they apply" rule is then too precisely there are libraries throughout the country or major schools, which for any given reason, are not interested in any specific type of publication.

If, for instance, you send National Gallery books on paintings to a faculty of law this might be a loss, therefore we want people to apply.

(English)

Mr. STANBURY: We are speaking of *Hansard* at the moment.

(Translation)

Mr. DUHAMEL: Yes, but I am just giving you an example. What I am trying to say is that when somebody is really interested he goes to the trouble of asking for something. I think you would particularly like us to carry a sort of propaganda campaign if we sent it to them without any asking, if I understand your idea, to let them get familiarized.

(English)

Mr. STANBURY: Well, I would not describe it as propaganda if our citizens are obtaining information about what is going on in Parliament, it may be quite the contrary. They may draw conclusions which we would not necessarily approve of, and I would not blame them sometimes. But, it does seem to be basic information for training in citizenship to study what is going on in our Parliament and, although you do not have the authority, perhaps, to initiate such action, one of the purposes of these hearings is to bring out suggestions which perhaps you could discuss with your—

(Translation)

Mr. DUHAMEL: Mr. Stanbury, I entirely agree and I can tell you if that the wish of the Committee I am ready to make an official request of the Treasury Board with a view to amending this particular regulation, if that the wish of the Committee.

(English)

Mr. STANBURY: It is only a suggestion at the moment; perhaps the Committee will want to discuss this. I would like to pursue, just for a moment the question of *Hansard*, and to point out, following Mr. Basford's question, presume that Mr. Basford, Mr. Sauvé, who represents the smallest riding in Canada, and myself, representing some 350,000 people, all get the same number of *Hansard* for our constituents. May I suggest that until the redistribution at least, if there is some reconsideration being given to the distribution of constituencies, that the numbers of people in the constituency be considered. It is somewhat ridiculous to treat, when we are considering the numbers for distribution, each riding in the same way.

● (10.30 a.m.)

I am interested in your relationship with the National Gallery. I notice that in the statement which Mr. Basford has asked for, about the first two months of this year, indicates that you seemed to have paid the National Gallery some money for some printing job. Do they print?

(Translation)

Mr. DUHAMEL: I do not have the report with me.

(English)

Mr. STANBURY: There is an item in this statement of purchase order "National Gallery of Canada, Ottawa, \$4,844.75."

(Translation)

Mr. DUHAMEL: It is the purchase of reproductions and postcards.

(English)

Mr. STANBURY: They print these?

(Translation)

Mr. DUHAMEL: Yes, or they have them printed.

We are only concerned with distribution in regard to the National Gallery. This is rather a specific type of printing, of high quality, and there are very few firms that can carry it out and therefore the National Gallery controls all these systems. We do have sales facilities, we assume the responsibility for sales, we buy from the National Gallery and sell on their behalf, but we have nothing to do with the printing.

(English)

Mr. STANBURY: Do you then sell on behalf of the National Gallery at cost price or do you add overhead for your own services?

Mr. DUHAMEL: We cover costs.



Mr. STANBURY: You recover costs, including your overhead. You sell these publications through your own book stores and at the counter in the National Gallery?

Mr. DUHAMEL: Yes.

Mr. STANBURY: And, in staffing that counter at the National Gallery do you use your own personnel?

Mr. DUHAMEL: Yes.

Mr. STANBURY: Is there any attempt made to obtain personnel for the gallery's sales counter who are familiar with art?

Mr. DUHAMEL: Oh, yes, and they are.

Mr. STANBURY: You are sure that they all are?

Mr. DUHAMEL: Yes, sir.

Mr. STANBURY: And do you have any say in what is printed for sale at the National Gallery?

Mr. DUHAMEL: No, sir.

Mr. STANBURY: Do you have any observations on whether or not this is a satisfactory arrangement from your point of view, that you be the sales agent in the gallery for gallery publications?

*Translation)*

Mr. DUHAMEL: Well, we consider that these are very specialized publications for which the gallery has a very competent staff and we are very happy to provide for the sale side which adds to the prestige of our bookstore so therefore they are excellent salesmen for us, that is why we do not look at the content. We have complete confidence that this is properly carried out and meets the public taste.

*English)*

Mr. STANBURY: I can see the value of the relationship between the gallery and the Queen's Printer because you have wide distribution facilities, but my impression is that the display—the promotion of gallery materials—in book stores outside of the gallery itself is not very active.

*Translation)*

Mr. DUHAMEL: That may be possible. Perhaps we should further emphasize that side, but I can tell you that our sales figures for the gallery publications are extremely satisfactory because we also sell, to a considerable extent as you know, by catalogue throughout the country. Very often we have leaflets at our disposal which we send out throughout the country to mail boxes, and this has been very satisfactory, from our point of view. But I can tell you that since appointed to my post in July 1960 I have never received the least complaint from the administration of the Gallery—director, curator or any of these gentlemen. The arrangement has been extremely satisfactory on both sides.

(English)

Mr. STANBURY: The gallery has been asleep for several years, so I am not surprised, but perhaps you will be hearing from them now.

(Translation)

Mr. DUHAMEL: I would be happy to hear from them.

(English)

Mr. STANBURY: Thank you.

Mr. BASFORD: Going back to *Hansard*, sir, do you have a statutory requirement to provide *Hansard* free to newspaper publishers, editors, "hot line" operators, et cetera?

Mr. DUHAMEL: One moment, please.

Yes, sir. The press gallery, Ottawa; daily newspapers and a list of selected weeklies, that is, the ruling.

Mr. BASFORD: Anything about radio stations?

Mr. DUHAMEL: No.

Mr. BASFORD: Of your private subscription list, how many other people in the news media are subscribing to *Hansard*, or do you have any breakdown?

Mr. DUHAMEL: I cannot answer this question because I have never read this list.

Mr. BASFORD: Well, I ask the question because I have been doing some private surveying of my own and find that of those people in our newspaper and radio stations, who every hour of every day of the week are shooting of their mouths about how we should be acting and how the country should be run, few of them have ever seen *Hansard*, let alone read it; and particularly with reference to the "hot line" operators that are now so common all across Canada—they are on every radio station—I find that very few of them have ever seen *Hansard*, and yet every morning or afternoon or evening they are on the radio talking, and talking, and talking, and they have not the faintest idea what is going on down here. I would like you, sir—I may be sounding a little annoyed, but I am not annoyed with you—to give some thought to seeing that the people who are having so much to say about how the country should be run, and how Parliament should be run, are supplied with free *Hansard* so that they might know what was going on. They seem not prepared to buy the best subscription value in Canada themselves and maybe we could provide it to them free.

Mr. PRITTIE: They will see it about a week later anyway.

Mr. BASFORD: Well, even if they do get it a week later, it would be better that they be informed a week late than misinformed or uninformed.

Mr. MACKASEY: You could not force them to read it, could you?

Mr. MACQUARRIE: Just a few questions: The way in which we become most familiar with the Queen's Printer is through the check list, and although I am not an efficiency expert I wonder if some of your efficiency people have ever

thought of making this in such a form that they could be simply reversed and turned without the use of an envelope.

Another question: I was wondering if you were in a position to report on the financial success or otherwise of the little booth which has been in the chamber outside the reading room for the last couple of sessions. My next question is about the promotion of your serious works such as the volumes that have been published—books—histories of the navy, the army, the R.C.M.P. and so on?

(Translation)

MR. DUHAMEL: Mr. Macquarrie, I do not know whether I shall be able to answer in the order in which you put the questions, but I shall first answer regarding the little booth in Parliament. I must tell you that the initiative for this comes from the former Speaker of the House, who had asked me to undertake this experiment. We had it only last summer. If you are speaking of this financially, it is not very advantageous to operate it. We will try it again this year for information purposes, to serve the young people who come to visit Parliament should they want to purchase certain publications, reproductions, etc. But financially speaking, it is a deficit, beyond any doubt. I think, of course, that if this year the results are no better than they were last year, then I will ask the Speaker of the House whether we can reach an agreement to relinquish this experiment should it turn out to be rather unfortunate. It is for prestige and information purposes only that we operate it. Now, as regards these serious works referred to, the History of the Korean War, which is on the point of coming out, I got the word that I did not get the idea behind your question. Do you mean to say that we do not engage in sufficient publicity for these serious works?

(English)

MR. MACQUARRIE: I am asking if you do, or how much you do. For instance, when one reads learned journals I think one rarely sees advertisements of forth-while historical works which are published by the Queen's Printer, and I think this is unfortunate because some of these are of a very high calibre.

(Translation)

MR. DUHAMEL: Well, then, I must answer in two parts. First of all, the sales are excellent. Look at the History of the War, for instance, which appeared a few years ago. We are re-editing this regularly and it has always been a best seller. Now, as regards publicity, you will understand that we are rather restricted by our financial means. We place advertisements in specialized magazines. For instance, I can think of the *Northern Miner*, the Mines Department's specialized magazine which reach a specific type of customer. When is, for instance, a question of the Canada Directory, then we have recourse to the daily newspapers. But we have a limited budget for publicity. And all the more so, I repeat, for the third time, that our sales are excellent.

(English)

MR. MACQUARRIE: To us, the price is good.

MR. DUHAMEL: I beg your pardon?

Mr. MACQUARRIE: The price is good. I am very glad to hear that and may interpose right now that I am delighted with this booth outside the reading room. I think it is an excellent idea and I hope that this year it will be successful financial venture.

Mr. DUHAMEL: It is not a paying proposition.

Mr. MACQUARRIE: Even if it is not I still think it is a grand idea.

I would like to know the people to whom your *Hansard* goes by a sort of courtesy apart from the institutions.

Mr. DUHAMEL: Yes; one moment.

Mr. MACQUARRIE: Premiers, judges, and so on.

Mr. DUHAMEL: I will read it again.

Mr. MACQUARRIE: Well, if it has been done before I will get it from the proceedings, I do not want to delay you.

Mr. BASFORD: The list did not include judges, I do not think.

Mr. PRITTIE: You mentioned public libraries, did you not?

Mr. DUHAMEL: Yes.

Mr. BASFORD: With regard to Mr. MacQuarrie's last remarks, it did not include judges I do not think.

Mr. COWAN: I do not think it mentions members of Parliament either.

Mr. BASFORD: Mr. Macquarrie seems interested in judges, judges do not get complimentary copies.

The CHAIRMAN: Do you have another question.

Mr. COWAN: I have a great many to ask. I believe I am one only printer on the Committee that never gives advice.

An hon. MEMBER: I never offered that excuse.

Mr. COWAN: I wanted to ask the Queen's Printer, is the volume of printing that is being done by outside print shops increasing over the years?

Mr. WARD: Mr. Cowan, the volume has increased appreciably over the years and, particularly, in the last two years.

Mr. COWAN: When you say appreciably, would you please be good enough to tell me how many millions of dollars worth of printing you sent set out, say in 1964, and how many millions of dollars in 1965; appreciably is not a satisfactory answer.

Mr. WARD: The figures in 1964 when compared to 1965-66, would indicate that our volume has increased by 83 per cent.

Mr. COWAN: From what base figures, from what?

Mr. WARD: From \$2,504,417.28 to \$4,590,427.35.

Mr. COWAN: What is the value of the printing that the Printing Bureau turned out comparative to those same periods of time.



Mr. WARD: If you are referring specifically to the Canadian Government Printing Bureau, Mr. Cowan, I cannot answer that.

Mr. COWAN: Well, where could I get the answer? I was quite surprised this morning to come in here and be told that I would have an opportunity to question the Public Printing and Stationery Department. I am one of the shining lights of Parliament, and I have been on the printing committee for four years and it has never held a meeting yet, so I thought that the printing bureau came under the printing committee, but if I am here long enough I may find out what the printing committee deals with. When I was told that on the fine arts committee I would have an opportunity of talking about public printing and stationery I was flabbergasted. I came this morning to talk about the cultural centre down here at the corner of Elgin and Sparks. I see they have let a \$31 million contract and we have not past the first estimate yet. Why are we being asked to pass estimates for. Where can I get the information that I have asked for. The printing committee does not meet so—

Mr. WARD: I believe the figures are available and you should direct your inquiry to Mr. C. B. Watt, the general manager of the Canadian Government Printing Bureau.

Mr. COWAN: Through what committee?

Mr. WARD: Through Mr. Gordon Hunter, the Deputy Minister of the Department of Defence Production.

Mr. COWAN: Have you any idea of the volume of the printing done by the printing bureau in millions of dollars per year at the present time compared to this printing that is let out?

Mr. DUHAMEL: Would you say 60 per cent in the bureau and 40 per cent to the commercial printers?

Mr. WARD: I am not prepared to answer, sir.

Mr. DUHAMEL: But roughly along these lines, I would say.

Mr. COWAN: Is the amount of printing being let out increasing noticeably year by year?

(Translation)

Mr. DUHAMEL: That is to say, a general increase? We are speaking now of a general increase, as there are more publications, obviously. The Government Printing Bureau takes on more and commercial publishers also. It is a natural increase in volume, but the proportion remains very appreciably the same.

(English)

Mr. COWAN: I was not talking about the national increase; I was talking about the proportion of printing that is being sent out to commercial printers. Is this being increased by voluntary action on the part of the government rather than by national increase?

(Translation)

Mr. DUHAMEL: The proportion remains appreciably the same. It has remained the same for the past four or five years.

(English)

For the last four or five years the proportion remains the same.

Mr. COWAN: I am a representative from Toronto in the province of Ontario. Would you be good enough to give us a statement as to in what way the Queen's Printer work in Ottawa is superior—that is on behalf of the national government—to the Queen's Printer's work in Ontario where the Queen's Printer does not have a provincially owned printing plant?

(Translation)

Mr. DUHAMEL: I am not in a position to answer that question. I do not know what the operations of the Ontario Queen's Printer are. It is not—

(English)

Mr. STANBURY: It gets its work done more cheaply.

Mr. COWAN: Well, they have to print government stationery and government bills and government statutes, and they turn out a daily journal of proceedings very satisfactorily. I thought that you being in the printing trade would at least be cognizant of other printing organizations such as the Queen's Printer in Ontario. I know when I was in the business actively I was well aware of many other printing establishments than the one I was connected with.

(Translation)

Mr. DUHAMEL: You will understand that we must abide by the existing system. It is not up to us to establish or to drop a law. We put it in practice. It has been amended these last few years with the division between two departments. All we do is follow the regulations. It is not up to us to start saying: "We will stop printing; we will only go to few commercial printers." That is not our role. I think, Mr. Cowan, that your question would be better addressed to my minister rather than to myself. I can answer only as an employee.

(English)

I do not initiate any policy.

Mr. COWAN: I am not talking about policy. As the Queen's Printer I ask you if you could outline to us how your position with a printing plant at your disposal is better than the Queen's Printer in the Province of Ontario who does not have a printing plant at his disposal. I thought it was a fair question; but I am so accustomed in Parliament of being told at the meeting I am at to ask it at some other meeting that is not sitting, that I am quite used to the answer and they do not aggravate me any more today than they did the first time they were pulled. I will ask the Minister, all right. I have been asking for some time. Can you not defend the situation? You are right in the middle of it. Surely, then, heavens you know what the superior points are of the federal government's printing bureau.

(Translation)

Mr. DUHAMEL: I must tell you, Mr. Cowan, that for a certain part of the publishing work, I consider that it is advantageous to have a Canadian government printing shop. For instance, all parliamentary documents, a

inquiry commission reports, another example, all the work for the defence of the country which, of course, is Top Secret material, loans, for instance, could not be easily given to our commercial printers. So there is this delicate work which comes under the Canadian Government. Then, it is very highly specialized work. If we were to let out contracts to commercial printers, then we could almost have to give a monopoly to a given printer, who would then have to bear the consequences and responsibility of the *Hansard*. You would then no longer have the competition normal in industry. It is only by means of competition that we can let out to various printers and obtain competitive prices. If such and such a printer, Mr. Jones or Mr. Smith, knew that he was the only one to be able to carry out this work, then he could ask more or less any price that he wanted. It is a question of commercial competition simply, so that is why I think for a given proportion of the work, it is a very good thing to let this out to outside printers because I consider, Mr. Cowan, that printers also are taxpayers and they are entitled to be given certain work which is carried out for the government. But I do not know whether you had arrived when I said that we have a working agreement with the Defence Production Department, when we receive requisitions, I think. So, we have an agreement and we must send all the requisitions to the Canadian Government Printing Bureau. All the requisitions. Because it must be understood quite clearly that we are closely co-operated, one and the same government, so one department that would have the ideal equipment would be a terrible thing because then they would have to have full employment because they are paid public servants. They are paid with our taxes; therefore, they decide—this sort of job we will carry out; this other job we do not have the time to carry out, so therefore, we send it out to commercial printers. But, in actual fact, at the end of the year, when we analyze how the operation took place—I am trying to give you a very rough proportion but I think as roughly as I can say—that it is approximately 40 per cent that goes outside and 60 per cent that is done inside.

(English)

Mr. COWAN: You said just now that they should have full employment the year around. Do you mean the printing bureau?

Mr. DUHAMEL: Yes, I mean the printing bureau.

Mr. COWAN: All I asked was to have that confirmed. That is the perfect example of Parkinson's law. You mean, if the staff is there the business has to be given to them. Is that it? What I am trying to say, my friend, is that there are enough printers in this country looking for work that they can handle all the contracts. You were saying just now that all government business should be done by the government printing bureau—government reports. I spent yesterday reading, for about the tenth time, the report of the Bennett Royal Commission on wages in Ontario hospitals. It is a royal commission put out by the Ontario government. They do not have a printing bureau in the Ontario government. But this is a very well printed report, very legible and very easy reading.

Mr. STANBURY: Because they want to use printing for patronage.

Mr. COWAN: Did I interrupt you once when you were speaking?

Mr. STANBURY: Yes.



Mr. COWAN: Do you want to repeat what I said all over again?

Mr. STANBURY: I want to amend that answer, more than once.

Mr. COWAN: This printing can be done quite satisfactorily. All government reports do not have to be turned out by a printing bureau run by the government. I may buy your contention about the defence section, although we are getting to the point now where everything is a security matter. Even the time of day is a security matter because somebody in some other country is thinking of letting a time bomb go off. But, if I buy the defence bit that you have—if somebody yells at me, "Why do you take the Quebec bridge?" The Quebec bridge is a case in point. I had a daughter who lived within a quarter of a mile of the end of the Quebec bridge and there was a beautiful piece of work put out about the Quebec bridge some years ago. I bought that from a government book store in Toronto. Did the printing bureau print that great big volume with beautiful colour work?

Mr. DUHAMEL: I do not know the answer. We have more than 20,000 titles.

The CHAIRMAN: I am afraid Mr. Cowan if you have any more questions since our interpreters had to leave us and since we do have to adjourn to be in the House at 11 we might recall Mr. Duhamel at our next meeting.

Mr. MACKASEY: Could we have Mr. Duhamel at our next meeting. Will Mr. Duhamel be a witness at the next meeting of the Committee?

The CHAIRMAN: All right.

Mr. BASFORD: May I suggest we carry the items, reserving the right to have Mr. Duhamel back.

Mr. COWAN: I am taking a case in point, if you want to name another case in point I will take it.

Mr. TRUDEAU: You are always picking on Quebec; why do you not take a P.E.I. bridge?

The CHAIRMAN: I beg your pardon but a motion to adjourn would be in order.

Mr. BASFORD: Could one of your officials send me the list of daily papers and selected weeklies that you mentioned before.

Mr. DUHAMEL: It is all daily papers.

Mr. BASFORD: If it is all daily papers do not forget and I am interested in the selected weeklies.

The CHAIRMAN: Mr. Duhamel will be back at our next meeting.









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OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*



HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

MINUTES OF PROCEEDINGS AND EVIDENCE

No. 23

TUESDAY, JUNE 21, 1966

Main Estimates (1966-67) of the Department of Public Printing and  
Stationery and the Department of Secretary of State  
(Centennial Commission)

WITNESSES:

*from the Department of Public Printing and Stationery:* Mr. Roger  
Duhamel, Queen's Printer.

*from the Centennial Commission:* Mr. John Fisher, Commissioner; Mr.  
Georges E. Gauthier, Associate Commissioner; and Mr. Robbins  
Elliot, Director of Planning.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Langlois ( <i>Mégantic</i> ),	Mr. Prittie,
Mr. Béchar, d,	Mr. Lewis,	Mr. Prud'homme,
Mr. Berger,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Richard,
Mr. Brand,	Mr. Mackasey,	Mr. Sherman,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stafford,
Mr. Fairweather,	Mr. McCleave,	Mr. Stanbury,
Mr. Hymmen,	Mr. Munro,	Mr. Trudeau—(25).
Mr. Johnston,	Mr. Nugent,	

M. Slack,  
*Clerk of the Committee.*

## MINUTES OF PROCEEDINGS

TUESDAY, June 21, 1966  
(38)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 3.45 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs Béchard, Cowan, Macquarrie, McCleave, Munro, Pelletier, Prittie, Prud'homme, Stanbury, Trudeau (10).

*In attendance:* From the Department of Public Printing and Stationery: Messrs. Roger Duhamel, Queen's Printer; M. E. Slater, Chief, Distribution Services; P. E. Meunier, Chief, Administrative Services; G. L. Ward, Chief, Purchasing Division. From the Centennial Commission: Messrs. John Fisher, Commissioner; Georges E. Gauthier, Associate Commissioner; Claude Gauthier, Secretary of the Commission and Assistant to the Commissioners; Robbins Elliot, Director of Planning, Peter Aykroyd, Director of Public Relations and Information; Jean-Pierre Houle, Director of Research; Chester Prevey, Director of Administration and Financial Adviser; Ross Ingalls, Director of Special Projects; John M. Weldon, Chief, Federal Provincial Capital Projects Division.

The Committee resumed the consideration of Item 1 of the Estimates for the Department of Public Printing and Stationery and Mr. Duhamel, the Queen's Printer, was further examined.

Items 1 and 5 were adopted.

The Chairman thanked Mr. Duhamel and he was permitted to retire.

The Committee then proceeded to the consideration of the Estimates for the Centennial Commission, and the Chairman called Item 35, General Administration.

The Chairman tabled returns relating to the Centennial Commission requested at the sitting of June 8th.  
(identified as Exhibit "Q").

Mr. Fisher made a statement concerning the operations of the Centennial Commission and was examined thereon, assisted by Messrs. Georges Gauthier and Robbins Elliot.

Items 35, 40 and 45 of the Centennial Commission were adopted.

The questioning of the witnesses being concluded, at 4.50 p.m., the Committee adjourned until 3.30 p.m. on Monday, June 27.

M. Slack,  
Clerk of the Committee.





## EVIDENCE

(Recorded by Electronic Apparatus)

TUESDAY, June 21, 1966.

(3:30 p.m.)

*Translation)*

The CHAIRMAN: Order please! We will continue with the examination of the estimates of the Queen's Printer which appear on page 386 with details on pages 37 and 389.

*English)*

We are still on item 1, Departmental Administration, Queen's Printer. Mr. Roger Duhamel is here again today to answer your questions. When we adjourned at the last sitting, Mr. Cowan had the floor.

Mr. COWAN: You were going to obtain a copy of the book I was asking about in regard to the Quebec Bridge. Did someone dig it up? I shall repeat the details then. At the last meeting I asked the witness if he was familiar with a publication which had been turned out by the printing bureau and which I called Quebec Bridge. I stated I was interested in the book because I have a married daughter living in Sillery, which is quite close to the bridge, and I had purchased copies of this magnificently printed book. I was interrupted at that moment by someone who stated they did not know the book I was referring to, but they would look it up and at the next session of this committee they would be able to answer my question. Therefore, I am asking now whether this book has been obtained.

*Translation)*

Mr. ROGER DUHAMEL F.R.S.C., (*Queen's Printer and Controller of Stationery*): I must apologize Mr. Cowan, we still do not have the transcript of last Friday's sitting, consequently, I was unable to take notes of what had been asked. However, I can assure you that the information will be sent to you directly within a day or two.

*English)*

Mr. COWAN: I want to see the book so that I can ask you some questions about it. It is a magnificently printed book; I liked it very, very much. It cost \$1.50, but that is beside the point. Was it printed by the government printing bureau? I bought it from the printer's office in Toronto.

Mr. DUHAMEL: And the title is "Quebec Bridge"?

Mr. COWAN: Yes. However, if that is going to choke you, I just want to ask you about any other book that you may have printed which cannot be called a government statute or a government law or a government regulation. I want to

ask you why the printing bureau print materials such as that when there is urgency behind it? Why should this not be left to commercial printers to print

(Translation)

Mr. DUHAMEL: I must repeat, if you allow me, that we have an agreement with the Printing Bureau, according to which when we receive a requisition from any department or of any government agency asking for the printing of book or pamphlet, we must first ask the Printing Bureau. The original request must be made to the Printing Bureau. In other words, it is the Printing Bureau who has first choice in the matter, it is only when the Printing Bureau refuses that we go to private industry and that we put out bids. That is the policy between the Department of Defence Production, which administers the Printing Bureau, and the Queen's Printer, or what will become the Queen's Printer.

● (3.45 p.m.)

(English)

Mr. COWAN: I was not asking that question. I was asking why would government printing bureau be asked to print such a non-government item as the book on the Quebec Bridge, or other non-government items. At the last session it was stated that because of defence secrets, defence purposes and so that the printing bureau should be operated by the government.

I was arguing that printing should be put out in an ever increasing volume to commercial printers, and I still argue that. I was trying to make a case in point on the Quebec Bridge, or any other thing that is not a government regulation, a government statute, a defence secret, a daily *Hansard*, or something like that. Now I am told if the printing bureau refuses to print it then you ask for tenders. Why should the printing bureau be involved in printing such non-government things as this book called the "Quebec Bridge"?

(Translation)

Mr. DUHAMEL: I apologize for having to repeat myself but according to our agreement, we must maintain the printing bureau, we must have it working at full capacity, we should not have idle machines and it is the printing bureau's general manager who is capable of taking on such and such a work to keep his staff busy. It is only after that when we, on our hand, retain for commercial printers what the printing bureau has not wanted to do. That is its responsibility. This follows the division of the two departments.

(English)

Mr. PRITTIE: It is not a question of government policy, is it?

Mr. DUHAMEL: Exactly, Mr. Prittie.

Mr. COWAN: All you need to do is buy more machines and then ask the government to give you more printing in order to keep the machines busy. I think it would be better to have fewer machines and then the government would not be competing so much with commercial printers.

Mr. PRITTIE: Mr. Chairman, I object here because this is a question which should properly go to the cabinet and not to a civil servant. I think this is the point. It is a policy question.

Mr. COWAN: This happens to be the first time a printing bureau official has ever been before a committee of the House, and I am just trying to get some information. I have been acquainted with the printing bureau for over 60 years, and I could never figure out why they were doing all this printing which can be done by commercial printers.

Mr. PRITTIE: I am only suggesting that complaints should be made to the minister.

Mr. COWAN: You should be a witness because that is what most of them tell you any time you ask a question on that point.

I believe you said you thought about 60 per cent of the printing is being done by the government printing bureau, and about 40 per cent is done by non-government printers, is that right?

*Translation)*

Mr. DUHAMEL: The other day, I gave you a very arbitrary proportion and today, I think I can provide you with more exact figures. For the 1965-1966 fiscal year, for the volume of work carried out by the printing bureau: publications and Parliamentary papers, a total of \$3,571,799 and for the same period, 1965-1966, the value of contracts with commercial printers: \$4,590,427.

*English)*

Mr. MUNRO: Mr. Chairman, I wonder if I could get that first figure again?

*Translation)*

Mr. DUHAMEL: Yes. The amount was \$3,571,799 for the printing bureau and \$4,590,427 for the commercial printers.

*English)*

Mr. COWAN: When you gave this figure of \$3,571,799 you said government pamphlets and documents. Is this exclusively governmental pamphlets and documents? Is there no other printing being done by the printing bureau other than government pamphlets and documents? I have in mind the "Quebec bridge" as a case in point.

*Translation)*

Mr. DUHAMEL: We have no division here, I have given you the total amount: the value of printing ordered by Government departments, Parliament, Department of Justice, for instance, Veterans' Affairs and so on, in other words from all our customers. I do not have the details per department.

*English)*

Mr. COWAN: How many employees are there in the government printing bureau? I suppose it shows in the estimates, does it?

*Translation)*

Mr. DUHAMEL: I could not answer you, because this concerns the Department of Defence Production, I can tell you that I have an establishment of 208, but as far as the Printing Bureau is concerned, I cannot tell you. You should ask the Department of Defence Production, this is no concern of mine, you see.

(English)

Mr. COWAN: In your public printing here under vote 1 you have \$300 for overtime this year and \$200 for last year. In my opinion this figure is somewhat ridiculous as an estimate with respect to what the overtime is going to be. On page 388 you show an overtime figure of \$6,200 for this year and \$6,200 for last year. What is the basis of your overtime payments in this branch of the government service? Is it based on time and a half, double time or what?

(Translation)

Mr. DUHAMEL: This is what we call regular time, based on salary.

(English)

Mr. COWAN: That is the kind of an answer I expected. It is just regular time for hours worked over the 8 hour day. There are no shift differentials involved in this branch of the government?

Mr. DUHAMEL: No.

Mr. COWAN: I have been used to paying shift differentials in the printing trade for a good many years. However, the government printing bureau does not do that?

(Translation)

Mr. DUHAMEL: I am sorry, I believe that the other side does it, the Printing Bureau does it, but my department does not, because we only work daytime.

(English)

Mr. COWAN: The other day we were talking about these book stores which the government operates, and one of the gentleman was good enough to say that you have a profit, so to speak. Then did I understand someone else to say you do not pay anything for rent, heat, or lights, that these are charged to the Department of Public Works?

Mr. DUHAMEL: Yes, Mr. Cowan.

Mr. COWAN: With regard to the new book store which you have at the corner of Shuter and Yonge in Toronto, and which used to be at the corner of Victoria and Adelaide, are you paying rent there, or is that a government building now?

(Translation)

Mr. DUHAMEL: It is not a Government building. The first bookstore was in a Government building, but the second is in a commercial building.

(English)

Mr. COWAN: This book store at the corner of Shuter and Yonge is directly opposite the main store of W. H. Smith & Son in Toronto, the leading book



distributors in the Commonwealth and one of the greatest book distributors in the world, and you might say it is kitty-corner from the main book store of the T. Eaton Company. Why would the government be maintaining a book store in that location at high rents when the two finest book stores in Toronto are right across the way? Why can the publications not be sold through those two shops in the ordinary manner?

*Translation)*

Mr. DUHAMEL: Experience has shown us that Government books sold better in large centres when we had our own bookstore which could be identified as such; that is the experience we have had in Ottawa and in Montreal. I even think that it is not competition, but it is emulation, in the circumstances. We are on a very busy street in Toronto and the results, I believe, have justified the choice of that location.

If we moved, it was because the preceding location was in the business area, it was closed on Saturdays, there was nobody around on Saturdays, whereas I was in Toronto on one Saturday in the new store and the business, I think justified the move. Moreover, a government building or a commercial building does not make much difference, for the good reason that we should establish an actual rental value as far as the building is concerned; the government pays something to put us up just as we pay rent to private enterprise.

*English)*

Mr. COWAN: The question I asked, and I will repeat it again, is: What advantage do you have by having a store at Shuter and Yonge, directly opposite W. H. Smith and Son and kitty-corner from the T. Eaton Company book store, which you would not have if you were selling through Smith and the T. Eaton Company book stores? I want to know what the advantage is. You talked about a very busy street, and yet all three stores are on the same street, namely Yonge Street. The Department of Public Works is paying the rent for a building on the east side of the street. They would not have to pay that kind of rent and maintain a staff of six if they were selling through commercial outlets such as Smith and the T. Eaton Company.

*Translation)*

Mr. DUHAMEL: I should say that these stores, Eaton's or W. H. Smith, have only a limited interest in selling Government publications, this is only a part of their general operations. There are places where we have what we call "sub-stores", in some areas, and the sales are very low, much lower than they would be. On the other hand, we have no intention of opening bookstores in all Canadian cities, this would not be a practical proposition, but it is important that in cities as Toronto or Vancouver or Montreal we identify the presence of the Government and its publications. It is something like an information centre. The results up till now apparently justify the position that we have taken, with Treasury Board approval, of course.

*English)*

Mr. COWAN: When you say "apparently justified", of course, if you are using figures to show a profit that do not include rent, light and heat and

heaven knows what other charges paid by public works, you can justify anything. However, I would deduce that if all the expenses were charged up to the book stores, it would not apparently justify the operation of the stores.

You have commercial outlets available to you, and if you feel the government can increase its business in selling governmental periodicals by operating government stores, it may be a basis for the argument that there should be government newspapers.

I simply asked the question to find out the reason for it, and you say "apparently justified," but in the minds of whom? Would this again be in the minds of the cabinet, Mr. Prittie?

Mr. PRITTIE: They have the power.

Mr. COWAN: Do they open these stores themselves, or move from the corner of Adelaide and Victoria to Shuter and Yonge?

Mr. PRITTIE: It seems to me they have the power to decide whether the government is in the book selling business or not.

Mr. COWAN: We will follow it up as you have so kindly suggested.

Mr. PRITTIE: I wonder if Mr. Cowan would allow me to ask a related question here. Before item 1 you have the heading "Approximate Value of Major Services not included in these Estimates," and included in that is accommodation provided by the Department of Public Works. If you had to could you allocate the value of the accommodation provided to the book stores from this figure? Does this mean the space you occupy in Ottawa or all of the space occupied by your branch wherever you may be?

(Translation)

Mr. DUHAMEL: I would say, Mr. Prittie, that this includes all the space we occupy, all the rent we pay, that is what is paid for us by the Public Works.

(English)

Mr. PRITTIE: Yes, I believe this was in line with the Auditor General's recommendation of a few years ago, that the services provided to one department by another would be shown. I mentioned the other day that you are providing services for other departments which are now shown, and I am going to mention this to the Auditor General. Thank you.

Mr. MUNRO: Mr. Chairman, I would like to direct a couple of questions to the witness.

The CHAIRMAN: Are you through, Mr. Cowan?

Mr. COWAN: I have one other question. I have been associated with the printing business all my life, and a great deal of the material moving through the mail which we receive does not show the price of publications; it is not required except for political information.

I was just wondering why it is that every last piece of printed material I receive through the federal government carries the name of the Queen's Printer on the front page, "F.R.S.C." Is this a requirement from the cabinet, or is it a printing practice?

, (4.00 p.m.)

*Translation)*

Mr. DUHAMEL: I can only speak on my own behalf here. When I arrived here in 1960, the name of my predecessor was there and before his name, there was the name of his predecessor. The custom was merely kept on. The secretary of State or the Cabinet need only direct that henceforth this be removed. This is only an established tradition, according to me; it is based on no particular reason.

*English)*

Mr. COWAN: You are very frank, and I am sure you are correct in your answer.

Mr. MUNRO: Contrary to the opinion of my colleague, Mr. Cowan, I do think there is some considerable merit in the Queen's Printer having his own outlets in the major cities. I think it makes the public more aware of the governmental publications, and the activities of the federal government generally. However, I do not think commercial printers are particularly interested in promoting governmental publications. And that brings me to the city of Hamilton. I was wondering why a city of that size, which serves a surrounding community of 400,000, has not been considered for a similar outlet in that area?

*Translation)*

Mr. DUHAMEL: To answer that question, here is the basic policy which explains the opening of these bookstores. We attempted to move regionally. We started with Ottawa, the national capital, then we moved to Toronto which is the English-speaking metropolis, then we went to Montreal, the French-speaking metropolis. After these three we went to the extreme end of the country, that is to the Pacific Coast in Vancouver to cover the West Coast. Then we went to Winnipeg to cover the Prairie area and we also intend opening a bookstore soon in Halifax for the Maritime area. Unless we have a different directive from the Department, I really believe that we will not open any more for a while because as these strategic locations have been covered, the number of requests which we will now receive will fall off. A certain balance should be retained here. The Canadian government has bookstores in all cities of two or three hundred thousand people or one hundred thousand people. There is a difficulty there but I will note your observation. The case of Hamilton has often come up. It is a large centre. In fact I was born in Hamilton myself.

*English)*

Mr. STANBURY: Mr. Chairman, on that basis I presume that the new cities of North York and Scarborough will take precedence, and perhaps even little Etobicoke will take precedence over Hamilton, but certainly each of North York and Scarborough being larger than that other suburb of Toronto.

*Translation)*

Mr. DUHAMEL: I believe that we will wait for a consensus among the members of this House.

(English)

Mr. MACQUARRIE: I am not going to ask about Charlottetown at all or make any comment about Halifax being the last. I just have one question and it is one of detail.

I am interested in and impressed by a number of reprintings which have been done, such as the reprinting of the Rowell-Sirois Commission Report. What is the procedure; do you require a cabinet initiation for a reprint job or for it, we act like all publishers would. We study the market and we make a reprint.

(Translation)

Mr. DUHAMEL: As far as re-issues are concerned, reprintings, this comes under our own Department exclusively. This is a matter of commercial interest. When we see that something is out of print and that there is still strong demand for it, we act like all publishers would. We study the market and we make a reprint.

(English)

Mr. MACQUARRIE: Are you doing quite a bit of this now?

(Translation)

Mr. DUHAMEL: According to demand.

(English)

Mr. MACQUARRIE: We waited so long for the Rowell-Sirois and I was very delighted when it finally did come out.

(Translation)

Mr. DUHAMEL: The example you give of the Rowell-Sirois Commission Report is rather costly one. The market would be rather quickly covered by libraries, universities, law faculties and so on as well as some intellectuals of this country. There is always a risk involved in investing considerable sums of money in a publication which would remain on our shelves.

(English)

Mr. MACQUARRIE: I am glad you took it in this spirit.

Mr. DUHAMEL: Merci.

The CHAIRMAN: Are there any further questions?

Items 1 and 5 agreed to.

The CHAIRMAN: I would like to thank Mr. Duhamel and the other gentlemen for their assistance.

We will now proceed with the estimates of the Centennial Commission by commencing with item 35, namely:

#### SECRETARY OF STATE

Item 35 General Administration, including the National Conference of the Centennial of Confederation, \$3,278,000.



I will now ask the Commissioner, Mr. John Fisher, and his officials to come forward.

*Translation)*

I will put the usual first question to Mr. Fisher but before giving him an opportunity to answer, I would like to say to all members...

*English)*

The sets of documents which were requested for every member for audit are at the back of the room. We will now have them distributed.

*Translation)*

Mr. Fisher, do you have a statement to make?

*English)*

Mr. JOHN FISHER (*Commissioner, Centennial Commission*): Mr. Chairman and gentlemen, our part of the blue book only takes up a very small section, but think in total impact throughout the country you will see that our centennial plans are well laid for 1967.

We are coming to a point now where we are moving from the hard task of planning into the realm of implementation. It has not been an easy period because we have no precedence in the centennial of confederation, and no guidelines or ground rules. To our knowledge, no nation, has ever celebrated a centennial on a national basis, over a full year and in such tremendous distances as we must cope with.

The United States did not have a national centennial in 1876 because they had just passed from their civil war period and many of their western territories were unorganized. In most of the European countries they are too old to remember a centennial. So, it has not been easy. We have had to work out our policies the hard way as we struggled along.

Now I think we have a fairly good report for the Canadian public. From our observations across the country and from our report, we are quite aware of the fact that more and more people are becoming involved in the centennial celebrations. We look upon this particular aspect in two dimensions of time; one is to urge people to start to plan for programs before it is too late, and the second timing is to encourage people to get on the ceremonial bandwagon, the bandwagon of enthusiasm for participation. From the tens of thousands of committees in the name of the centennial, we believe that people are planning. We think they will come onto the bandwagon of the ceremonial aspects of the party for the celebration perhaps a little later. We base that experience on previous jubilees and other ceremonies which have been held in the different provinces of Canada.

We believe the program which we can present to you today—if you wish to ask us questions—will stand up. Many of our programs are already in operation. Our travel program has been on now for three summers. The confederation building in Charlottetown, to which we contributed \$2.8 million, is now in its third summer. Several of our caravans, which will carry the story of Canada in display form, were on trial here the other day. The big railroad coaches are now being processed and will soon be fitted; one of them is already fitted with

exhibits. Many of our festivals, twinings, community plannings and interchange have already stood the test.

So, as I say, we are already moving into that second phase where we must start to listen to the tick of the clock because it is getting pretty close; there are less than 200 days remaining until the opening of the show on January 1, 1967.

The CHAIRMAN: Are there any questions?

Mr. COWAN: Is the proposed world rowing championships at St. Catherines under the Centennial Commission? What stage is it in at the moment?

Mr. FISHER: Have we finalized that one, Mr. Elliot?

Mr. R. L. ELLIOT (*Director of Planning, Centennial Commission*): Mr. Chairman, the committee advising the Centennial Commission and the Department of National Health and Welfare met on June 11 for two weeks in a row and examined the whole range of programs, including this particular submission. This committee has made a joint recommendation to the two ministers concerned, and I believe a decision in the matter is expected very shortly.

Mr. FISHER: It will be one of many international sporting competitions held in the centennial year.

Mr. COWAN: Is this committee recommending that it be held there?

Mr. ELLIOT: It is recommending that a grant be made, yes.

Mr. COWAN: Can I ask what figures we are urging? I think it is a worthwhile enterprise. I would just like to know if they are receiving as much as they expected?

Mr. ELLIOT: I believe it will be less than we expected.

Mr. COWAN: Will it be much less?

Mr. ELLIOT: I am not certain of that.

Mr. COWAN: I suppose if they are going to put \$10 million into feature films they cannot have too much for the rowers.

I noticed in the press the other day that someone, speaking for the Centennial Commission, said something like this, "If there are 5,000 municipalities in Canada only 1,400 have come forward in co-operation with these centennial grants." I do not know the exact figure, but are there many large centres which have not as yet come forward in the proper spirit?

Mr. FISHER: I believe we have processed close to 2,000 applications.

Mr. COWAN: Are there many large municipalities who have not come forward?

Mr. FISHER: I do not believe we have heard from the city of Toronto on a project yet, nor from the city of Montreal; nothing under the dollar per capita.

Under the second formula, which we call the memorial grants, where we can give \$2½ million to a capital city, we have heard from all of them. I believe Montreal and Toronto are the only two major cities that have not yet made applications to us through the provincial governments.

Mr. COWAN: Is there a time limit on the date of application?

Mr. FISHER: We do not put a time limit on the application. It is at the end of 1967 and may be extended to 1968 because of the pressure of inflation. It is the provinces that have their own deadline for the filing of applications. It states in our agreement that they must be completed by 1967, but there may be some discretionary power which we will use on that.

The great majority of projects, what we call durable projects of lasting interest, have been in the field of parks and recreational structures.

Mr. PRITTIE: This may have been in your report, but are you making grants to organization other than the provinces and municipalities?

Mr. FISHER: Under this project of lasting interest?

Mr. PRITTIE: No. Under other headings.

Mr. FISHER: Yes, in certain phases of youth travel.

Mr. PRITTIE: I am aware of you travel, but do you make grants to local organizations?

Mr. FISHER: In some cases we do. In the case of subsidizing the visit of the mayors of Quebec, which is not a national organization but has national significance, our grant enabled them to go to Victoria, and then the British Columbia mayors came back. We have had this same kind of twinning between Manitoba and Quebec, and with universities and other organizations and, of course, in the performing arts. Generally speaking, it would be in youth travel, the performing arts and in community exchanges.

Mr. PRITTIE: The only way in which local organizations within a province can make any claim is through sharing with the provinces.

Mr. FISHER: That is the organized municipalities or the recognized initiating agency, but it must come through the province for grants on projects of lasting interest.

To answer your question more completely, we do have grants for national organizations in this sense, that we have brought the different faiths together under the Interfaith Council, and the same with the Folk Arts Council. We have set up many agencies such as that, and in some cases the association did not exist before. We have set them up in order to advise us; we give them the administrative money and then they can carry on. In the case of the Interfaith Council, it worked very well with some 31 faiths sitting down together and working out a common policy.

Mr. PRITTIE: You are spurred to ecumenism, are you?

Mr. FISHER: We have ecumenism to this point, that we now have an agreement among the 31 faiths to use a common prayer and a common hymn during 1967, which we think is quite an achievement.

Mr. MACQUARRIE: Have you completed your plans for what I presume will be the big day of all, July 1? I am interested in what is being done in Ottawa.

Mr. FISHER: We have a very elaborate plan for Ottawa, but I do not think it is complete yet. We are not alone in any centennial plannings. Each province



will have its own program for July 1, and each municipality too, I hope, as well as each individual in the land. However, as far as our own plans for Ottawa are concerned, yes, we have been working on that. Mr. Elliott, do we have any details to announce at the moment, apart from the usual folk arts and concentration of talents?

Mr. ELLIOT: Our plans for the July 1 to 4 week end are not quite firm enough yet for an announcement today.

Mr. MUNRO: notices on page 4 of the brochure, which you have here on films for Canada's centennial year, you are quite critical of the CBC.

Mr. FISHER: Are you referring to the Anderson report?

Mr. MUNRO: Yes. On page 4 you are quite critical of the CBC inasmuch as that corporation apparently has not made available many of their films. It says in the last paragraph:

Millions of dollars of public funds each year are spent on CBC films. They are made for one television showing and then put on the shelf or actually destroyed. Organizations that want the film and would benefit from them cannot get them.

Has this situation improved since the publication of this report?

Mr. FISHER: This report was received just a short time ago, and as it involves the affairs of another department, I cannot comment on it; it would be up to the CBC. I believe there are many problems connected with it about union fees, royalties and one thing and another, when it is used for another purpose.

Mr. MUNRO: Presumably the Centennial Commission though is making representation to try to work out something with the CBC in this connection, is that true?

Mr. FISHER: I do not think so yet. We work very closely with the CBC on the subject of films, but I do not think we have taken any stand yet on this particular aspect. We have excellent co-operation with them, and the CBC and the Film Board together will be making quite an elaborate documentary of the actual centennial events themselves for posterity, as well as a considerable number of promotional films.

Mr. STANBURY: Mr. Chairman, following along the lines which Mr. Munro started, I am interested to know what steps have been taken as a result of the recommendations of the Anderson report. On page 6, for instance, they seem to recognize an urgent need for action in the field of following up the expressed interest of private industry in sponsoring centennial films. The report is dated April 1; I am not sure when you received it, but it suggests that the commission should now do certain things, among which appears consultation with the CBC about making films available for centennial use. I was a little concerned, in answer to Mr. Munro's question, that there did not appear to be anything undertaken along this line.

Mr. FISHER: I believe our staff has been thinking along these lines, but this was not received and approved by our executive committee of the board until one week ago yesterday, so there has been no time to implement the program suggested.



Mr. STANBURY: Having been approved by your board, does that imply that these recommendations are accepted, and that action will be taken in accordance with them?

Mr. FISHER: Not necessarily. It was tabled for the board and this was the first opportunity the board had to see it. Then it must be assessed by the staff and recommendations brought up through the executive committee again before we can do anything.

Mr. STANBURY: The process will now involve the staff making recommendations on each individual item in the report?

Mr. FISHER: If it involves the expenditure of money, then it must come up through this process again. However, if it is simply a question of liaison, and our own management committee agrees that we should liaison with the CBC, then I presume it will be done.

Mr. STANBURY: It is not being done yet though?

Mr. FISHER: Not to my knowledge.

Mr. G. E. GAUTHIER (*Associate Commissioner, Centennial Commission*): Confidentially, we have exchanges of views with both agencies, the National Film Board and the CBC. It was following these exchanges of views that it was thought that such a report should be prepared. We have hired consultants to go more deeply into this problem and, as the commissioner said, this report was received by the executive a week ago and the staff is studying this very thoroughly.

To answer your question, all the aspects of the report will be studied by the staff.

Mr. STANBURY: The recommendations on page 6 then are to do something which you have been doing all along?

Mr. GAUTHIER: A start has been made.

Mr. STANBURY: Do you have an arrangement with the National Film Board for distribution of centennial films to communities?

Mr. GAUTHIER: Yes. We have a film on youth travel and they are assisting us in its distribution. Other films which are being produced for us now, such as the helicopter film you have seen or heard about, are going to be distributed with their assistance.

Mr. FISHER: But this is not as a result of this report; they were doing it anyway.

Mr. STANBURY: These were recommendations you were following before the consultants thought of them. What about advising local communities that films will be available to include in their celebrations in which the National Film Board field men will assist?

Mr. FISHER: We have publications which are being released all the time to encourage local communities to take advantage of anything with a centennial content. We are in continuous liaison with the provincial committees, and if we know of a film somewhere which should be used, that is included in the suggestions.

Mr. STANBURY: So you have been doing this all along as well?

Mr. FISHER: Yes.

Mr. STANBURY: How about arranging for cataloguing and inquiring for distribution of CBC films and kinescopes of actuality events, Expo films commercially sponsored films and so on?

Mr. FISHER: I doubt whether our liaison to date has involved that.

Mr. COWAN: Had anything been done on this before the Anderson report?

Mr. ELLIOTT: If I could comment, Mr. Chairman. The intention is to bring the CBC and the National Film Board together as a group with the commission with a view to improving and enhancing, if possible, the distribution system generally with centennial emphasis, and particularly for the isolated communities in the north. This is where we are giving special emphasis because we have in the commission an isolated community program.

So this process is already started, and over and above that is the fact that there is a film program in the commission, but there is an inability, because of lack of funds, to produce films commercially. In this event we are looking for sponsors from commerce, and private industry. This is one of the recommendations in the report.

Mr. STANBURY: To look for sponsors?

Mr. ELLIOTT: Yes.

Mr. STANBURY: This is something you were doing before receiving the report?

Mr. ELLIOTT: Yes, but not specifically in this area of activity, namely matching up projects with potential sponsors in the film world.

Mr. STANBURY: You had not been discussing with anyone the need for a national film archives prior to the report?

Mr. ELLIOTT: No.

Mr. STANBURY: So far that is the only recommendation in the report indicating something you have not already been doing?

Mr. ELLIOTT: I think the commission has yet to decide whether this comes within the terms of reference.

Mr. STANBURY: I think there is some recognition even in the report that it may not come within the terms of reference of the report.

Mr. FISHER: We have not had a report from our management committee yet on what we should be doing with the Anderson submissions.

Mr. PRITTIE: If you will permit me, from page 41 on there is a list of suggested films which might be produced on some rather interesting subjects. Who will decide whether these in fact will be produced?

Mr. FISHER: There again we cannot say at the moment, but if it is recommended that we have this continuous co-ordinating committee with the CBC and the N.F.B., surely we can get it straightened out. We certainly cannot

get into all these things that are suggested. Perhaps, as Mr. Elliott indicated, there is some area here for commercial sponsorship.

Mr. STANBURY: Are you able to tell the committee the cost of this Anderson report to the commission?

Mr. FISHER: The cost was \$10,500.

Mr. STANBURY: Have you reached any conclusion yet about its value, when five of the six recommendations on page 6 were in progress before you received their advice?

Mr. FISHER: No, Mr. Stanbury, not yet.

Mr. STANBURY: Do you think it is beyond their terms of reference?

Mr. FISHER: We have not reached a conclusion as yet.

Mr. MUNRO: I have a supplementary, Mr. Chairman. I understand your board did approve the report a week ago.

Mr. FISHER: They did not approve it. They simply received it and it was tabled to the board or the executive committee of the board.

● (4:30 p.m.)

(Translation)

Mr. PRUD'HOMME: Mr. Fisher, what is the role of the National Conference?

(English)

Mr. FISHER: The role of the national conference is largely a consultative one, and it is set out in a special section of act which I might read to you. It is part 2 of the act, and it says:

The objects of the Conference are the consideration and discussion of plans and programmes relating to the Centennial of Confederation in Canada.

The national conference is composed of 60 members and they are responsible to the minister and not to the Centennial Commission. The Centennial Commission, under the act, merely provides the secretariat if the minister so desires. Of the 60 members, 20 of them are recommended by the provincial governments and then appointed by the federal government, and they are mostly provincial governmental officials, in many cases cabinet ministers.

This means there are 40 private citizens at large appointed by the government of Canada to serve. We can give you that list if you would like it; I think it is in the documents which were tabled. Under the act they must meet at least twice a year, and on the recommendation of their own steering committee some time ago they decided to meet in different parts of Canada. We had a meeting in Victoria last week, and the next meeting will be in Edmonton.

Mr. PRUD'HOMME: This is a non-paying group.

Mr. FISHER: Yes, it is non-paying. It is not an executive body; it is purely a consultative body to the minister, and all they receive is their expenses.



Mr. MACQUARRIE: I am interested in the documents which were given us. I am wondering why the letter from Miss Linnell and the reply thereto were not tabled. Is she the only person who has resigned as director of that body?

Mr. FISHER: To my knowledge she is the only person at that time who resigned, and I believe in the terms of reference at your meeting last week that is all you asked us for. There have been other people on the conference and the board who have resigned over the last three years, but at this particular time this was the only letter received. She did not resign; she submitted a letter saying, "If you prefer, I will offer my resignation."

Mr. PRUD'HOMME: What happened?

Mr. FISHER: Nothing happened. She is still on the board.

Mr. PRUD'HOMME: Very good.

Mr. MACQUARRIE: You say she is still on the board?

Mr. FISHER: Yes.

Mr. MACQUARRIE: Well, that is fine. Then I am not interested in seeing the reply to her letter.

Mr. FISHER: She is not only on the board, but she attended our national conference last week as well. The board members are entitled to attend it as observers.

Mr. STANBURY: If there are no other questions from other members, I wanted to find out something which Mr. Macquarrie probably already knows, that is, what special programs are proposed for Charlottetown, the birthplace of confederation, during the centennial year?

Mr. FISHER: As you know we have already had some very special celebrations in Charlottetown. We contributed substantially to the building in 1964. We had a group of actors dressed as the fathers of Confederation, and a special ship to simulate the one used by the fathers, which appeared in Charlottetown. We have assisted in many other ways, especially by our film, in which Mr. Macquarrie appeared, on the Prince Edward Island activities. I do not think there will be any distinction made for 1967 between Charlottetown and any other part of the country. They will all share equally in our train, caravans, festivals, both folk arts and performing arts, in visual arts and in youth travel.

Mr. STANBURY: Will the train commence its journey there?

Mr. FISHER: No. The train leaves Ottawa and goes to Victoria. So in a sense Victoria is the start of the journey from west to east.

Mr. STANBURY: I suppose it ends up in St. John's?

Mr. FISHER: No, it cannot go to St. John's, because of the narrow gauge railroad. The train will end in Montreal. It takes about a year, from January 1, 1967 until the end of November to go from the west coast to Sydney and back to Montreal.

Mr. STANBURY: But it does get to Charlottetown by ferry, does it?

Mr. FISHER: It goes to Charlottetown.



Mr. STANBURY: I wonder if we will have the causeway finished by that time.

Mr. FISHER: We can still get it there, but unfortunately we cannot take it to Newfoundland.

Mr. STANBURY: I presume the Prince Edward Island government has in mind some special activities.

Mr. FISHER: Well, we would hope so. We probably have a listing somewhere concerning these events of special activities in Charlottetown.

Mr. STANBURY: I suspect that since you are stimulating travel during the centennial year, that many Canadians will end up in Charlottetown during that year, and there should be some special interest in seeing that programs are going to meet the challenge.

Mr. FISHER: Well, of course, our train, our caravans and our performing arts and Canada festival will be there. In view of the fact we were able to contribute substantially to that great building means that some of the finest Canadian artistic performers will be there as well which is an attraction in itself.

We will have a listing of the different events across the country just as soon as we can get a more complete story from the provinces; we are gathering all the time. Mr. Ingalls is here, and with the assistance of the C.B.C. computer, which is another evidence of co-operation, we are preparing a list of outstanding events all across the country not only for July 1, but throughout the whole year. Basically, it is the responsibility of the province for the activities on July 1 within their own borders, and especially for their capital cities.

Mr. COWAN: What are the terms of reference in this report?

Mr. FISHER: To conduct a study in to the use to be made of film proposals and existing stock in so far as they relate to the Centennial of Confederation including existing films and proposed films, and these are listed on page 1.

Mr. COWAN: The reason I asked that is because of the last paragraph on page 50 of the Anderson report which says:

The Government is planning legislation to support feature films. Its intention to the general film needs of the country is just as pressing.

I was wondering if this was a general investigation into the film needs of the country, or was it a specific request from the Centennial Commission?

Mr. FISHER: No, we are not responsible for the filming of programs in this country, nor for legislation refilms. I presume he is referring to another department.

Mr. COWAN: Perhaps he took the hint from the Fowler Report; they specifically were not asked to comment on C.A.T.V., but they spent 4½ pages lamming it; evidently the terms of reference not being a limited factor in their report.

Mr. FISHER: I do not know whether he quotes the entire terms of reference on page 1, but you will notice in the fourth paragraph it says:

To evaluate and make recommendations regarding any film plans specified above, which are discovered to be in existence during the course of the survey, and advise with respect to utilization of existing film during Centennial year.

He states at the bottom of page 1:

This Report goes beyond the original terms of reference in making general observations for the consideration of the commission, the Government, and in particular, its film agencies. Without such observation the information would not be fully understood in the light of the prevailing situation in film in Canada.

Mr. COWAN: Did the Centennial Commission call for the report?

Mr. FISHER: Yes.

Mr. COWAN: So that all costs were paid for by the Centennial Commission?

Mr. FISHER: Right.

Mr. COWAN: I thought you had called for the report, and I just wondered why the spread in wisdom was so far afield.

Mr. FISHER: We called for a report with specific terms of reference incorporated in his contract.

Mr. COWAN: What I am driving at is I thought his report would have been more confined to the specific terms of reference.

For instance, Mr. Fowler was talking on C.A.T.V. when he was not even asked to look at it. I would have liked to have had this report yesterday when we were talking about feature films in the House of Commons, but I think his timing is perfect for a government agency, and we can use it on second reading.

Mr. FISHER: Well you asked us to table it today, so it was not our choice.

(Translation)

Mr. PRUD'HOMME: There is no particular reason Mr. Fisher, for this letter Mrs. Lennell's being on file? There is no reason why it is here, is there?

(English)

Mr. FISHER: Do you mean why is it here at this meeting?

(Translation)

The CHAIRMAN: I believe a member of the Committee had asked that this letter be tabled.

Mr. PRUD'HOMME: Yes, I see.

The CHAIRMAN: Do you have any other questions?

(English)

Mr. MUNRO: Mr. Chairman, going back to this Anderson report on films, take it that why he perhaps went beyond the terms of reference is that having

examined the whole question of films, the availability of films and the manner in which they are undertaken, that in order to prepare his report he came to the conclusion that with the centennial year coming and various agencies with an intent producing these films, but no archives to keep them and properly distribute them, that many of the very valuable centennial films produced would be lost. I think that is the theme of his report.

Pardon me for that digression, Mr. Chairman, but my real point to Mr. Fisher is that Mr. Anderson seems to express some considerable concern that only 40 companies of the 200 contacted have expressed interest in sponsoring centennial films. Now whether they have just expressed interest or whether they, in fact, have undertaken to produce them and go ahead with this, I do not know. I see that you have prepared a very partial list which does not indicate 40 on the previous pages, I am now referring to pages 38 and 39. Of the companies involved, not counting associations, I do not see more than 15 or 16. Have any of the 40 companies who have expressed interest definitely indicated they are prepared to go ahead?

MR. FISHER: I cannot answer that, Mr. Munro, I do not know. It may be a good thing, or it may not, that they have centennial films, and perhaps some of them have other ways of contributing to the centennial. If the implication of this report is that they are not doing anything because of not having a centennial film, then that would disturb me a little bit. However, I hope every corporation will be doing something.

MR. MUNRO: At page 40 of the Anderson report, he says:

Some express only mild or possible interest but enough to follow up.

Others request suggestions and positively want to back films. All these should be approached at once.

Has the Centennial Commission, Mr. Fisher, planned to adopt this very substantial recommendation of Mr. Anderson? Have they plans and personnel ready to follow-up and make these approaches which he is recommending?

MR. FISHER: Not yet because they have not yet been assessed by our staff and brought up to the management committee, or, if necessary, to the executive committee.

MR. MUNRO: I can think of many firms in the manufacturing field—and I am thinking of my own area—such as International Harvester and Firestone and so on, who, although they are subsidiaries of United States corporations, I think, should be playing a far more active role in our centennial plans than they have today, and I believe this has been communicated to them.

I would just sort of lend my weight to this particular recommendation, that these firms be approached on projects such as this. I notice Mr. Anderson does list out many of the advantages of these firms, if they do produce these films, in the way of sponsorship credits over the networks, and so on.

MR. FISHER: I would agree with you. It was only recently the minister spoke about this publicly, and so did Mr. Gauthier, the associate commissioner, exploring the fact that so few corporations had reported to us of any centennial plans.



Now, in this hierarchy of centennial planning there is a voluntary organization called the Canadian Centenary Council, which is non-governmental and there is no money for grants. The function of that centenary council is to stir up interest in the corporate area of the country. We ourselves have men on staff and under contract now for going out to try to interest corporations in specific projects, and some of them might be films, or it might be something to do with the festival of the arts, or something else. In other words, we are going to try to knock on doors with specific tailored projects we know about which are lacking sponsorship at the moment. I think we have already stimulated quite a few companies.

(Translation)

Mr. BÉCHARD: Mr. Fisher, with regard to these caravans,—the Confederation train will not be able to come to my area,—who has decided the places where these cars are going to stay?

(English)

Mr. FISHER: We have made a very exhaustive survey of the places in the different provinces. We have brought in recommendations which are based on traffic, the importance of centres and facilities which have been surveyed. Then we discuss them with the provincial centennial committees, and after they agree on them we lock them up. So it is sort of a joint operation.

The CHAIRMAN: Are there any further questions?

Items 35, 40 and 45 agreed to.

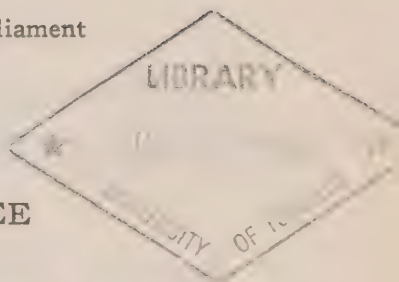
The CHAIRMAN: Before the committee adjourns, I would like to point out there was another meeting called for tonight, but no witnesses were notified. So if it is the pleasure of the committee, the time period will be used to great advantage by the steering committee in order to complete its draft report. It is not definite yet that the steering committee can produce this draft report for hearing on Thursday. We had a camera meeting planned for Thursday on the report.

If it is the pleasure of the committee, we will not make any decision about the Thursday meeting. If the draft report is ready, the meeting will be called, and, if not, the committee will stand adjourned until next Monday. Therefore there will be no sitting tonight, except we will try to get the steering committee together to work on the report.



HOUSE OF COMMONS

First Session—Twenty-seventh Parliament  
1966



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STANDING COMMITTEE

ON

# **BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS**

*Chairman:* Mr. GÉRARD PELLETIER

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PROCEEDINGS

No. 24

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MONDAY, JUNE 27, 1966  
TUESDAY, JUNE 28, 1966

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Main Estimates (1966-67) of the Department  
of the Secretary of State

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INCLUDING NINTH REPORT TO THE HOUSE  
(Respecting Canadian Broadcasting Corporation—Seven Days)

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Gérard Pelletier

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Langlois ( <i>Mégantic</i> ),	<sup>1</sup> Mr. Prittie,
Mr. Béchar, d,	Mr. Lewis,	Mr. Prud'homme,
Mr. Berger,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Richard,
Mr. Brand,	Mr. Mackasey,	Mr. Sherman,
Mr. Cowan,	Mr. Macquarrie,	Mr. Stafford,
Mr. Fairweather,	Mr. McCleave,	Mr. Stanbury,
Mr. Hymmen,	Mr. Munro,	Mr. Trudeau—(25).
Mr. Johnston,	Mr. Nugent,	

M. Slack,  
*Clerk of the Committee.*

<sup>1</sup>Replaced by Mr. Peters after morning sitting of June 28.

ORDER OF REFERENCE

TUESDAY, June 28, 1966.

*Ordered,—*That the name of Mr. Peters be substituted for that of Mr. Pettie on the Standing Committee on Broadcasting, Films and Assistance to Arts.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House.*





## REPORT TO THE HOUSE

WEDNESDAY, June 29, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### NINTH REPORT

1. On Tuesday, April 19, 1966 the Prime Minister was asked in the House of Commons whether he would "arrange for an immediate convening of the Standing Committee on Broadcasting in order that it will have an opportunity to discuss the problems which have been reported to have arisen between management and the creative people of the Canadian Broadcasting Corporation."

2. Mr. Pearson replied: "It is my understanding that the Committee has been set up and that the estimates including those of the Canadian Broadcasting Corporation have been referred to it for consideration. I shall be glad to get in touch with the Chairman of that committee to find out whether it is convenient to arrange for an immediate meeting." (*Hansard*, p. 3983)

3. On the same day, both parties to the Seven Days dispute, namely Messrs. Alphonse Ouimet, President of the CBC and Patrick Watson, one of the co-hosts of the program Seven Days, contacted the Chairman of the committee to inform him that they were ready to appear before the committee if it was the wish of the committee.

4. On April 21, your Committee heard its first witnesses. On that occasion, the Secretary of State, Honourable Judy LaMarsh, made the following remarks at the course of her opening statement before the committee:

"There is one particular point, however, on which judging by the comments in the House earlier in the week, you might expect me to elaborate. I refer to my comments before another forum, last week end, to the effect that, in my judgement, the controversy over the personnel on Seven Days was merely symptomatic of a wider problem within the CBC. I think I referred to it as a part of "tip of an iceberg".

"I cannot really believe, despite the apparent surprise in the House, that this represents any startling pronouncement or discovery on my part, or really new news to anyone who has been interested for any length of time in broadcasting in Canada".

5. Further in her statement, the Minister added: "I hope that it is going to be possible to resolve not only the immediate controversy but also to find an accommodation of the basic conflict of management's responsibility to manage and the creative mind's need to be unfettered in its expression—within the corporation itself. (...) I would hope that this Committee might, in its own way, contribute to the solution which I know is earnestly desired by all."

6. Your Committee held 32 meetings on item 1 of the CBC estimates during which it heard statements and evidence related to this matter from the following persons in the following order:

1. Honourable Judy LaMarsh, Secretary of State
2. Mr. Patrick Watson, CBC Television Producer
3. Mr. Laurier L. LaPierre, CBC Television Interviewer
4. Mr. Douglas Leiterman, CBC Executive Producer
5. Mr. Reeves Haggan, General Supervisor, Public Affairs, CBC English Network
6. Mr. H. G. Walker, CBC Vice-President and General Manager, Network Broadcasting (English)
7. Mr. J. Alphonse Ouimet, President, CBC
8. Mr. Claude Désorcy, Producer, CBC French Network
9. Mr. Marc Thibault, General Supervisor, Adult Education and Public Affairs, CBC French Network
10. Mr. Marcel Ouimet, CBC Vice-President and General Manager, French Network
11. Mr. Michael Harrison, Chairman, President's Study Group, CBC (October, 1963 to October, 1964)

7. Your Committee also received written briefs, from the following, after calling for written submissions at the end of its hearings:

1. Mr. Alphonse Ouimet, President, CBC
2. Mr. Douglas Leiterman
3. Mr. Patrick Watson
4. Mr. Laurier L. LaPierre
5. The Canadian Broadcasting League
6. Mr. Donald F. Theall, Professor and Director of Communication, York University, Toronto (Chairman-elect, English—McGill University)
7. Mr. Wilson Southam, CBC Television Producer
8. Members of the CBC Public Affairs Department (English)

8. On Thursday, June 2, 1966, following a recommendation from the Subcommittee on Agenda and Procedure, the Committee decided that an interim report should be presented to the House concerning the conclusions drawn from its examination of this matter.

9. The Committee, from the outset of its hearings, implicitly defined its own mandate. It felt that it should concern itself, not with the Seven Days dispute as such, but with the more general situation that had given rise to the quarrel within the CBC. The Committee is of the opinion that it should not act as an arbitrator or mediator between the CBC's top management and the Seven Day unit or hosts or the Producers' Association. It has no intention of intervening in the CBC's internal decisions by passing judgement on the actions of any individual member of the CBC management or personnel, or on the content of any particular program.

10. In this, the Committee shared the view expressed in the brief presented by the Canadian Broadcasting League: "We can think of nothing that could be

more ultimately destructive to the independence of the CBC. Nor can we think that Parliament would wish to get into the impossible position of being a board of arbitration for CBC management disputes, a function that it cannot perform and that it should not wish to perform".

11. The following exchange between the witness, Mr. Patrick Watson, and the vice-chairman of the Committee, illustrates a similar understanding:

"Mr. Basford: (...) In coming before the Committee, are you recommending to the Committee that we should interfere in the production of Seven Days by recommending the renewal of your contract?"

"Mr. Watson: I think that is a perfectly fair question and the answer is categorically no. My understanding of the role of this Committee is that it is a body which gathers information and makes recommendations. The Committee has indicated its need for more information on the Seven Days situation and what lies behind it. I think my obligation here is to provide whatever information is required and perhaps to add to that information which I think might be useful to the Committee. In no sense do I feel that I am here to place a grievance before the Committee for correction."

12. Recognizing that it was not the function of the Committee to adopt a mediating role, the Committee welcomed the good offices of the government and tabled a report on April 27, 1966, which contained the following recommendation:

"While examining witnesses, evidence was adduced of the possibility of a stoppage of CBC services. In view of this evidence, your Committee is of the opinion that the CBC Management and CBC Producers should avail themselves of the good offices of the Government offered by the Prime Minister, on April 26, in the House of Commons, to avoid the possibility of any stoppage of CBC services".

Although Mr. Stuart Keate was appointed by the Prime Minister to deal with this situation, it is to be regretted that the dispute was not resolved.

13. Your Committee fully realized, early in its hearings, that it was by no means on a new journey while exploring the Seven Days issue. On the contrary, most of the circumstances surrounding that particular incident were strikingly reminiscent of findings already made by previous enquiry groups, namely the Glasco Commission, the Fowler Committee on Broadcasting and the CBC President's Study Group as quoted in the Fowler Report. The main difference seemed to be that the Seven Days case had further exacerbated the ill feelings between top and middle management people, not to mention the producers who were threatening to go on strike. The decision made with regard to the two co-hosts of Seven Days had also brought about a most violent reaction by part of the viewing public.

14. The Committee was faced with the evidence of deep divisions within the CBC among top management, middle management (supervisors) and production people. The testimony heard from both the English and the French networks made it clear to the Committee that the existing malaise—to avoid a stronger word—was in no way limited to the Seven Days issue but pervaded the



whole department of Public Affairs broadcasting. (The Committee limited its exploration to that department alone.)

15. Therefore, the Committee felt that it was within its competence to try to determine the causes for such a serious breakdown in the normal relationship between people who were supposed to cooperate harmoniously. While recognizing that harmony is normally more difficult to maintain in this most sensitive area of public affairs and controversial issues, your Committee also took the view that the very nature of the work performed in that field makes harmony all the more essential. Finally, it became obvious, as testimony was being heard that dissension of that kind, which seemed deeply rooted in the very structure of the CBC, could not be allowed to go on any longer without jeopardizing both the prestige and efficiency of the Corporation. It seemed obvious, therefore, that the problem went far beyond the individuals involved in any specific incident and that the Committee should, on behalf of Parliament, explore the situation as exhaustively as possible, in search of a general solution.

16. Towards the final stages of its work, the Committee became aware that the malaise revolved around four major factors:

- (a) the absence of a grievance procedure within the CBC to deal with internal conflicts of a specific nature in the production field;
- (b) the difficulty of reconciling the views of creative production personnel with those of management, and vice-versa;
- (c) problems arising from the distribution and exercise of authority at the various levels of management;
- (d) the question of CBC policy in public affairs programs.

*(a) Internal Arbitration*

17. Occasional disputes are inevitable in the course of producing radio or TV programs on controversial public issues. On that point, there was complete unanimity among witnesses. It was also recognized by most that the very nature of the media made it inevitable that internal disputes would spill over into the general public unless they can be dealt with rapidly and effectively within the Corporation.

18. For instance, it was stated in evidence, that under an oral agreement of two years standing no changes in artists and performers on a program would be effected without consultation with the producer concerned. This agreement appears to have been ignored in the case of Seven Days.

19. To prevent such incidents from becoming public issues in the future, and to contain them within the CBC, it is imperative that a grievance procedure be set up in all centres of production. Grievances could thus be dealt with promptly and equitably, thereby preventing the dispute from becoming a matter of public controversy.

20. Evidence was given that a collective agreement including such a procedure has been in existence in Montreal ever since the end of the French network's producers' strike in 1959, with remarkably good results in settling grievances within the Corporation. It is the Committee's view that a collective agreement with the producers and the setting up of a grievance procedure



similar to the one described in Article 4 of the collective agreement between the CBC and its Montreal producers would likely produce better results than those witnessed over the last few months in the English network.

**b) Management and the Producers**

21. It is not the function of management to create TV or radio programs or is it the function of the producers to manage the Corporation. It is, therefore, essential that a *modus operandi* be established to articulate one operation with the other.

22. This problem, however, is not exclusive to the CBC or to broadcasting systems in general. It is found in all agencies where creative talent associates with a managerial staff. From such association, tensions result inevitably. The question, therefore, is not how one can eliminate all tensions but how the negative, destructive kind can be eliminated and the creative tensions retained. It is the job of management to manage—in a manner which will achieve a dynamic coupling of the two functions—as it is the producers' job to create good programs within the limits assigned by management and the policies defined by it after consultation with supervisors and producers.

23. After hearing arguments from both sides, the Committee is fully conscious that no limits can be assigned and no policy formulated once and for all. Broadcasting is in constant evolution. We are also aware that it is not enough to assign limits and to determine policies, to be applied rigidly ever after. Those who would like to run a radio or TV network in military fashion would be very disappointed with the results. For there is no other way of doing it than through close and constant communication and consultation, conciliation and compromise from all parties concerned.

24. Extreme nervousness or jumpiness on the part of management with regard to public reactions, and extreme touchiness or irritability on the part of creative personnel, spell the very formula of disaster. Both moods can easily develop, however, if the lines of authority are not well defined or if they are ignored in day to day operations. From the testimony given, it is all too obvious that the present conditions prevailing in the CBC's public affairs department generate discontent in both management and production personnel, to a degree that endangers future operations. The use of phrases such as "sitting on a powder keg" or "blazes of resentment" suggests that something is basically wrong in the present organizational pattern.

25. In particular, your Committee would like to draw attention to the following points:

- (a) The fact that it is almost impossible to assign precise responsibility for any given breakdown in the system would seem to indicate that the degree of authority exercised at each echelon in the chain of command is not well defined; the resulting confusion accounts for much of the acrid debate about "the right of management to manage"; it is also conducive to erratic decisions and much haggling;
- (b) there should be more opportunities for younger, more dynamic elements to reach top echelons of management, and the present failure to achieve this goal, indicates a certain amount of sclerosis has crept in;

- (c) although information and public affairs is undoubtedly a most sensitive area in broadcasting, the Committee doubts very much that the CBC acted wisely in isolating that department from the normal lines of authority, thus making the whole organisational pattern more complex and difficult for this all important department;
- (d) your Committee finds it difficult to understand the role of the program department (some 50 people) operating in Ottawa and divorced almost entirely from the lines of authority and the main production centres. The Committee was examining the very essence of programming difficulties, yet not one witness suggested any solution in which this department had any role to play;
- (e) a serious fault in the present structure of the CBC is to be found in the definition of the President's functions and authority. It is unfair to any incumbent under present conditions. He is expected to be at the same time versed in all aspects of culture, politics and social evolution; aware of all the latest developments in communication techniques as well as an able administrator capable of supervising the management of a budget that exceeds one hundred million dollars. It is therefore necessary to re-define and re-arrange these functions.

#### *(c) Remote Control of Programming*

26. In line with foregoing observations about the necessity for "close and constant communication and contact" between top management and the two main centres of production, your Committee is of the opinion that effective competent authority in the field of programming should be brought closer to the two main centres of production, i.e. Montreal and Toronto.

27. Each of the operations conducted in those two centres is analogous to that of a very large daily newspaper. In our view, what is needed in each of these two centres is the equivalent of a managing editor as known in the written press. Such large "newsrooms" dealing every day with the flow of events cannot be managed by remote control from Ottawa nor work properly without the presence of an "Editor" endowed with quasi-final authority over programming.

28. It is the Committee's view that this could be best achieved if there were in each of the two main production centres a senior vice-president responsible for programming and production in the English and French networks respectively, the choice of both men being determined on the basis of experience and competence in those fields. They would assume authority over the whole of programming and production in each network (with special emphasis on the sensitive area of news and public affairs) and reside permanently in Toronto and Montreal. They should report directly to the President and the Board with whom the ultimate responsibility should rest for the overall CBC operation. This recommendation should be implemented now, notwithstanding the fact that the Committee has not yet undertaken the overall review of the organizational framework of the CBC which it intends to make this Fall.

*(d) Policies of Public Affairs Broadcasting*

29. Your Committee holds the view that a publicly owned broadcasting system like the CBC should never be used as the instrument of any ideological propaganda. Your Committee also believes that the CBC as such should provide no opinion of its own except the basic tenets of democracy and freedom. But these tenets are not so weak and pliable as to be unable to withstand controversy if presented fairly and in a balanced manner. As Sir Hugh Greene, Director General of the BBC, put it in an address to the International Catholic Association for Radio and Television, entitled "The Conscience of the Programme Director" in February, 1965: "Without true independence, it is difficult for any broadcaster to maintain the highest standards of truth, accuracy and impartiality. Conversely, of course, without a reputation for these things—truth, accuracy and impartiality—it is difficult for any broadcasting organization to be recognized as truly independent and to be generally trusted."

30. "Truth and accuracy are concepts which are not susceptible of legal definition. The Government in Britain is content (after forty years experience of the BBC) to recognize that the BBC tries to honour these concepts and to treat with due impartiality all controversial subjects."

31. "But although, in the day-to-day issues of public life, the BBC does try to attain the highest standards of impartiality, there are some respects in which it is not neutral, unbiased or impartial. That is, where there are clashes for and against the basic moral values—truthfulness, justice, freedom, compassion, tolerance."

32. "Nor do I believe that we should be impartial about certain things like racialism, or extreme forms of political belief. Being too good "democrats" in these matters could open the way to the destruction of democracy itself. I believe a healthy democracy does not evade decisions about what it can never allow if it is to survive."

33. "... some political and social ideas are so clearly damaging to society, to peace and good order, even in their immediate effects, that to put at their disposal the enormous power of broadcasting would be to conspire with them against society. Here it is extremely difficult to know where to draw the line. The answer must vary from case to case, from country to country."

34. Your Committee agrees that although the answer must vary with the country, in Canada at least "a healthy democracy does not evade decisions about what it can never allow if to survive". Furthermore, a healthy democracy should be able to withstand challenges to beliefs and conscience if forthrightly broadcast with taste, balance and understanding."

35. No evidence was presented to your Committee which would indicate that the Corporation has been subject to any pressure or intervention on the part of the Government or political parties. Conversely, the Committee learned, with satisfaction, that CBC management and CBC personnel are under an obligation to refrain from promoting their views through the publicly owned facilities at their disposal."

36. However, the Committee does not believe that CBC neutrality in controversial matters should be so scrupulous as to detract from its liveliness."



Your Committee thinks that a balance can be found between personal editorializing and dullness inspired by fear of public reactions. As far as possible, each program should seek a proper balance but obviously this is not always feasible and a series of programs must therefore be regarded as a whole.

37. The same observation applies to the choice of performers. It is easy to find people whose blandness and lack of personality makes them perfectly "safe" but this can inhibit lively broadcasting. What the CBC needs is the type of performers with strong individuality and personal opinions but who are aware of their own biases and are capable of keeping them in check. Objectivity is as difficult to attain as it is difficult to define. All journalists have to strive for it but none, including those employed by the CBC, should be expected to achieve it automatically. The best one can hope for is a sincere and constant effort toward high standards of journalistic honesty. The search for such standards, however, could severely cripple creativity if it were promoted too rigorously.

38. The Committee wishes to emphasize that in view of the prime importance of lively, provocative, constructive TV and radio, culturally and otherwise, particularly in the field of public affairs, no effort should be spared to attain this goal. It agrees with the concept of public affairs programs which are designed to attract the largest possible audience and involve in public affairs those not usually attracted by traditional broadcasting.

39. Finally it should be stated here that under Parliamentary rules all witnesses were compellable witnesses and were called and required to answer questions put to them, and therefore, there must be no action taken against them as a result of their testimony.

40. Your Committee wishes to express its thanks and appreciation to the witnesses and to those who have made written submissions for their frankness and willingness to cooperate.

41. To conclude, your Committee wishes to restate that it "Felt that it should inquire into the matter" (This Hour Has Seven Days) "and concern itself, not with the dispute as such, but with the more general situation that had given rise to the quarrel within the CBC". In future hearings, the Committee will be examining in general the estimates of the CBC and the BBG and with leave of the House of Commons, the Government's White Paper on Broadcasting.

42. As a wide ranging inquiry into broadcasting may be protracted, any possible amendments to the Broadcasting Act may not be made for quite some time. In future hearings the Committee hopes to be able to take note that the Board and Management have taken action to resolve the present situation that exists in CBC Public Affairs broadcasting. In the meantime, however, the Committee, like many others, is concerned that steps be taken to ensure adventurous public affairs programming for next season.



June 28, 1966

BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS

1241

43. A copy of the relevant Minutes of Proceedings and Evidence (*Issues Vos. 1 to 18 and No. 24*) is appended.

Respectfully submitted,

GÉRARD PELLETIER,  
*Chairman.*



## MINUTES OF PROCEEDINGS

MONDAY, June 27, 1966.

(39)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day *in camera* at 4.00 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Basford, Béchard, Brand, Fairweather, Hymmen, Johnston, Lewis, MacDonald (*Prince*), Mackasey, McCleave, Munro, Pelletier, Prittie, Prud'homme, Richard, Sherman, Stafford, Stanbury, Trudeau (19).

*Member also present:* Mr. Grégoire.

The Chairman tabled the submissions received from the following interested parties relating to the "Seven Days" matter, as requested by the Committee on June 2nd:

1. Mr. J. Alphonse Ouimet, President, CBC
2. Mr. Douglas Leiterman
3. Mr. Patrick Watson
4. Mr. Laurier L. LaPierre
5. The Canadian Broadcasting League
6. Mr. Donald F. Theall, Professor and Director of Communications, York University, Toronto, (Chairman-elect) (English—McGill University)
7. Mr. Wilson Southam, CBC Television Producer
8. Members of the CBC Public Affairs Department (English)

(identified as Exhibit "R")

Mr. Pelletier made a statement regarding the Estimates of the Department of Secretary of State remaining for consideration as well as the agencies which report to Miss LaMarsh.

The Committee then adopted the following estimates of the Department of Secretary of State:

Item 5, Corporations Branch and

Item 20, Patents and Copyright.

A draft report relating to the CBC (Seven Days) was presented by the Subcommittee on Agenda and Procedure.

At 5.50 p.m., the division bells ringing in the House, and with discussion still continuing, the Committee adjourned until 8.00 p.m. this evening.

## EVENING SITTING

(40)

The Committee resumed, *in camera*, at 8.20 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Brand, Fairweather, Hymmen, Johnston, Langlois (*Mégantic*), Lewis, MacDonald (*Prince*), Mackasey, McCleave, Munro, Pelletier, Prittie, Prud'homme, Richard, Sherman, Stafford, Stanbury, Trudeau (20).

The Committee resumed its discussion of its draft report to the House relating to the CBC (Seven Days).

Mr. Stafford moved, seconded by Mr. Prud'homme, that the Committee adjourn until this Thursday to enable members to study the report. Motion was negatived *on division*.

Following further amendments to the report, and with discussion still continuing, at 11.00 p.m., the Committee adjourned until 11.00 a.m. on Tuesday June 28.

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TUESDAY, June 28, 1966.  
(41)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day, *in camera*, at 11.15 a.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Bechard, Branc Fairweather, Hymmen, Johnston, Lewis, MacDonald (*Prince*), Pelletier, Prittie, Prud'homme, Richard, Stanbury (14).

*Also in attendance:* Dr. P. M. Ollivier, Q.C., Parliamentary Counsel.

The Committee resumed its discussion of its draft report to the House relating to the CBC (Seven Days).

After further deliberation and amendments, and with discussion still continuing, at 1.20 p.m., the Committee adjourned until 3.30 p.m. this afternoon.

#### AFTERNOON SITTING (42)

The Committee resumed, *in camera*, at 3.45 p.m. The Chairman, Mr. Gérard Pelletier, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Basford, Brand, Johnston, Lewis, McCleave, Munro, Pelletier, Peters, Prud'homme, Sherman, Stanbury (12).

The Committee resumed its discussion of its draft report, and following its consideration and amendment, was adopted and the Chairman ordered to present it to the House as the Committee's Ninth Report.

At 6.00 p.m., the Committee adjourned to the call of the Chair.

M. Slack,  
Clerk of the Committee.



HOUSE OF COMMONS  
First Session—Twenty-seventh Parliament  
1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. ROBERT STANBURY

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 25

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THURSDAY, NOVEMBER 3, 1966

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Main Estimates (1966-67) of the Public Archives and National Library  
and the Department of Secretary of State  
(National Museum of Canada)

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WITNESSES:

*from the Public Archives and National Library:* Dr. W. Kaye Lamb,  
Dominion Archivist and National Librarian; and Mr. A. C. Taylor,  
Director, Administration and Technical Services.  
*from the Secretary of State Department:* Mr. G. G. E. Steele, Under  
Secretary of State.

LIBRARY  
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★  
ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Robert Stanbury

*Vice-Chairman:* Mr. Ron Basford

and

Mr. Asselin ( <i>Charlevoix</i> ), <sup>1</sup>	Mr. Laprise,	Mr. Pelletier,
Mr. Béchar,	Mr. Lewis,	<sup>2</sup> Mr. Prittie,
Mr. Berger,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Prud'homme,
Mr. Brand,	Mr. Mackasey,	Mr. Richard,
Mr. Cowan,	Mr. Macquarrie,	Mr. Sherman,
Mr. Fairweather,	Mr. McCleave,	Mr. Stafford,
Mr. Hymmen,	Mr. Munro,	Mr. Trudeau—(25).
Mr. Johnston,	Mr. Nugent,	

M. Slack,

*Clerk of the Committee.*

<sup>1</sup>Replaced Mr. Langlois (*Mégantic*) on Thursday, October 27, 1966.

<sup>2</sup>Replaced Mr. Peters on Tuesday, October 18, 1966.

## ORDERS OF REFERENCE

TUESDAY, October 18, 1966.

*Ordered*,—That the name of Mr. Prittie be substituted for that of Mr. Peters on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

THURSDAY, October 27, 1966.

*Ordered*,—That the name of Mr. Laprise be substituted for that of Mr. Inglois (Mégantic) on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House of Commons.*





## MINUTES OF PROCEEDINGS

THURSDAY, November 3, 1966.

(43)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.45 a.m., with Mr. Gérard Pelletier, presiding.

*Members present:* Messrs. Béchar, Berger, Cowan, Laprise, MacDonald (*Prince*), McCleave, Munro, Pelletier, Prittie, Stanbury—(10).

*In attendance:* Mr. G. G. E. Steele, Under Secretary of State, Secretary of State Department. *From the Public Archives and National Library:* Dr. W. Kaye Lamb, Dominion Archivist and National Librarian; and Mr. A. C. Taylor, Director, Administration and Technical Services. *From the National Museum:* Dr. Richard Glover, Director, Human History Branch; Dr. Frank Banfield, Director, Natural History Branch; Mr. Thomas Russell, Administrative Officer.

Mr. Pelletier made a statement in which he tendered his resignation as Chairman of this Committee.

Mr. Prittie moved, seconded by Mr. MacDonald (*Prince*), that the resignation of Mr. Pelletier be accepted with regret. Motion was adopted, and Mr. Pelletier left the Chair.

The Clerk attending, and having called for nominations for Chairman, Mr. Béchar moved, seconded by Mr. Pelletier, that Mr. Stanbury be Chairman of this Committee.

There being no other nominations, Mr. Stanbury was declared elected as Chairman.

Mr. Stanbury thanked the Committee for the honour conferred on him.

The Committee then proceeded to the consideration of the Estimates for the Public Archives and the National Library.

The Chairman called Item 1, General Administration and Technical Services, Public Archives, and then introduced Messrs. Lamb and Taylor.

Dr. Lamb made an introductory statement and was examined thereon, assisted by Mr. Taylor.

Item 1, Public Archives, was adopted.

Item 5, National Library, was adopted.

The examination of Messrs. Lamb and Taylor being concluded, they were permitted to retire.

The Chairman then called Item 15, Administration, National Museum Canada, and after the officials of the National Museum were introduced, Mr. Steele made an introductory statement and was examined thereon.

It was agreed that further consideration of Item 15 would be completed the next sitting without the necessity of recalling witnesses.

The examination of the witnesses being concluded, at 11.00 a.m., the committee adjourned until 9.30 a.m. on Thursday, November 10.

M. Slack,  
Clerk of the Committee.

## EVIDENCE

(Recorded by Electronic Apparatus)

THURSDAY, November 3, 1966.

The CHAIRMAN: Order, please.

Before the Committee on Broadcasting resumes its work after the summer recess, I must ask the members to accept my resignation as chairman. This decision on my part is inspired by my concern to not place myself in a situation that could create a conflict of interest.

It is a well known fact in Montreal that my wife, Mrs. Alec Pelletier, has been working regularly over the last 20 years as a free lance script writer and diarist in radio, television and films. At the time I accepted the chairmanship of your committee my wife was not bound by contract with any broadcasting firm. However, since she has resumed working recently, and has signed an agreement with the CBC to contribute to a public affairs program, I think it is preferable that you elect another member as your chairman.

Before leaving the chair, I want to thank you all for your devotion to the work of the Committee so far and for your active co-operation and kind indulgence toward the chairman. I also want to assure you that my personal participation as an individual member will be no less constant or intent than was my work as chairman.

Mr. McCLEAVE: Mr. Chairman, may I ask how there is a conflict of interest? I do not think any member here would feel that there were under such circumstances.

The CHAIRMAN: I personally do not think there is any actual conflict of interest, but there is the possibility of one.

Mr. McCLEAVE: We all have enough faith and confidence in you that we could expect you to say something should such a situation arise, but really, sir, I could ask you to reconsider, and I am sure everybody here would also.

The CHAIRMAN: I have considered and reconsidered, and I think it is far preferable that I do not place myself in this danger.

Mr. PRITTIE: Mr. Chairman, as you know, I spoke about this to you privately and I am rather of the same view as Mr. McCleave, but I know that you will not change your mind at this moment. If it is in order, then, I would move that the committee accept this resignation with regret.

Mr. MACDONALD (Prince): Mr. Chairman, I second the motion, and also express my gratitude and the gratitude of all the members here for the excellent service you have rendered this committee as chairman. We look forward to a continuation of both your service and your interest as an active member of the committee.

The CHAIRMAN: Thank you.

Motion agreed to.

The CLERK: Gentlemen, you have heard the resignation of the chairman will now call for nominations for a new Chairman of this committee.

Mr. BÉCHARD: I move that Mr. Stanbury be chairman of this committee.

Mr. PELLETIER: I second the motion.

Motion agreed to.

The CLERK: Will Mr. Stanbury please take the Chair.

The CHAIRMAN (*Mr. Stanbury*): Gentlemen, thank you very much for your confidence. It was a much easier election than the last one I went through. I am sure that this committee will work as constructively as it did in the early part of the session, and I look forward to having the same kind of co-operation from all members of the committee that Mr. Pelletier enjoyed. I am sure I will have that.

This morning we have arranged to consider the estimates of the Public Archives and National Library.

Mr. MACDONALD (*Prince*): Mr. Chairman, before we move to this consideration, may I place a few matters of concern before the committee. I would rather do it now than at the end, because I feel that at the end when people are leaving we are always rushed for time.

It seems to me in view of the fact that the government did introduce the white paper at the first part of this session that we should go through whatever channels are available to us to request that the white paper be referred to the committee so that we can deal with it.

In the light of the announcement of Mr. Ouimet's intention, and the intention of the government to bring in a new broadcasting act as early as possible in the new year, it is imperative that we consider the white paper and that we allow a certain amount of discussion in the committee and in public about it. I think it is a matter of such great importance that it will, in fact, determine the nature of broadcasting in this country for the next decade or so.

I also think that it is important for the executive of the committee to give serious consideration to other forms of enquiry the committee might make. During the summer and in the latter part of the session some of us were discussing the possibility of either the committee or, at least, representatives of the committee visiting in person some other broadcasting companies, which might widen our understanding in giving the most effective weight possible to our eventual report.

The CHAIRMAN: I think all members know that there is a motion on the order paper to refer the white paper to this committee for study, and I am sure that we will have the opportunity of which you have spoken and which I am sure all of us want. The business of the House will have to determine just when we get the white paper. Perhaps the steering committee of this committee could consider your remarks and make some recommendation to the next meeting.

Mr. MACDONALD (*Prince*): As we have already gone through about a month of activity here this fall, and we have not much more than a month remaining before the adjournment at Christmas, I do think it is important that the white



paper be referred to the committee at the earliest possible moment and any suggestion that the steering committee can bring to bear on this matter would be appreciated by all.

The CHAIRMAN: The business this morning is to consider the estimates of the Public Archives and National Library and, if we still have time, the National Museum. You will find the estimates of the Public Archives and National Library on page 380, with details on pages 381 to 383.

I will now call the Public Archives, Item No. 1, and ask Dr. W. Kaye Lamb, Dominion Archivist and National Librarian, to make an opening statement if he wishes. Welcome to the committee, Dr. Lamb.

Dr. W. KAYE LAMB (*Dominion Archivist and National Librarian*): Thank you, Mr. Chairman. I would like to introduce the chief administrator of services, Mr. A. C. Taylor, whom I have brought with me this morning because he has a much greater familiarity with many of the details of the appropriations and expenditures than I have.

I do not think that anything in the nature of an opening statement is necessary, except to say that all members will realize that this coming year is going to be a tremendously important and exciting year for us. It is fourteen years since the architect was appointed to design the new building for us, and about the end of the year we expect to take over the new building on Wellington Street. I think the main change is going to be for the National Library rather than for the Archives.

The Archives building has been a well known feature of Sussex Drive for many years, although large parts of the archives are housed elsewhere. However, that building remains a kind of symbol of the department, a little bit of the iceberg that shows above the ocean. On the other hand, the library has been completely hidden, really, in storage-type buildings at Tunney's Pasture, and when something suddenly appears on Wellington Street with a very fine reference collection and a book stock of between three and four hundred thousand volumes, complete with bibliographical services, I think it is going to be something of a revelation to people. I hope, Mr. Chairman, it will be a very pleasant one. I think that is all I wish to say. I will be very pleased to answer any questions of the committee.

The CHAIRMAN: Thank you, Dr. Lamb. Mr. Prittie?

Mr. PRITTIE: Will the archives continue to operate the space they have now at Tunney's Pasture as well?

Mr. LAMB: Yes. There are now three buildings at Tunney's Pasture, one of which is entirely archives, or will be when the National Library moves out, because it is occupying space in it, one largely archives, and one which is intended for us and will come to us eventually but is presently being used temporarily by National Revenue.

Those three buildings are designed as a complex of record centres and will continue with a type of operation that will not be carried on in the Wellington Street building at all. That is, for records of the government which must be retained and which are used so seldom they can be housed in less expensive storage space, office space and vaults, things of that kind. That actually is a

highly economical operation which is very advantageous from the point of view of management, and it saves the government a very considerable amount of money. The estimate of the Royal Commission on Government Organization was that when the system was fully implemented it might save up to \$30 million a year, compared to other days.

Mr. PRITTIE: Roughly what percentage of the space in the new building will be occupied by the archives as opposed to the library?

Mr. LAMB: It will be just about 50-50.

Mr. PRITTIE: Will this be material that scholars and others may wish to use currently, and also some display material?

Mr. LAMB: Yes. The part of the archives which will move to the new building will consist of what we call the manuscript division. You are thinking particularly of papers and things of that kind, I presume. The manuscript division has the care of all old government records that are no longer required by departments but have long term historical interest. In addition to that, of course, we have a huge collection of personal papers and private papers, and the complete collection will be in the Wellington Street building.

Mr. PRITTIE: What will be the purpose of the Sussex Street building when the change takes place?

Mr. LAMB: The Sussex Street building is being turned over to Public Works and it will be used by another department.

Mr. PRITTIE: You are vacating it, I see. I know you are not in your new building yet but can you give an estimate of how many years this building will be able to accommodate both the Library and the Archives?

Mr. LAMB: I think it is very hard to say. It obviously depends on the speed with which this will grow. I should think for some considerable time. There is always the possibility of having a storage unit elsewhere, which many of the large libraries have had to do, so you could supplement the stack rooms when they were full and yet have adequate office space and working space to carry on there for some time. I think ultimately there will have to be two separate buildings. The building is designed both to make it possible for the Archives and the Library to function as independent units within one building and its also can be taken over by either to serve either purpose in the long run.

Mr. PRITTIE: Is it probable that the position of Dominion Archivist and National Librarian will continue to be held by the same person for a number of years in the future?

Mr. LAMB: I wonder if that question could be directed to my minister instead of to me.

Mr. PRITTIE: Mr. Chairman, I have two or three questions on staff. I notice for 1966-67 there is an increase in staff projected of 24 people, that is, staff for 1965-66 is shown as 190 and 214. Is that correct?

Mr. A. C. TAYLOR (*Director of Administration and Technical Services*): We have been working on a three-year expansion program which is not shown in the estimates. This is handled separately by Treasury Board each year. On February

, 1966 we were allotted a new group of positions and that total is above the 214 which you see in the blue book. We have added 28 new positions to the Archives and 34 new positions since that time, which is roughly 60 more positions, during the 1966-67 year to the establishment that is shown in the blue book.

Mr. PRITTIE: That is the total of both professional and clerical?

Mr. TAYLOR: That is right.

Mr. PRITTIE: As far as your professional staff is concerned, I believe there is quite a problem in libraries all across the country. What about the Archives, are you having any difficulty in recruiting graduates for work in that service?

Mr. TAYLOR: Not on the Archives side, I think we are doing very well there. We have been getting suitable honours history students. We are in the J. A. O. Civil Service Commission program and we have been doing quite well in that. Our main problem has been with the recruitment of librarians. This has improved considerably this year. I do not know whether you have heard of it or not but we have a librarian-in-training program that has been approved by Treasury Board every three years. I refer to them as my boys and girls, and I had my first 15 in the library schools this year. I expect to have another 15 to 20 next fall and another 15 to 20 the following fall. This will help take up a good part of the slack of the problem we have had recruiting librarians. On the Archives side, we have been doing well recruiting archivists.

Mr. PRITTIE: One last question, Mr. Chairman. Have the Archives been involved in the Louisburg project? Have you staff there working with Northern Affairs?

Mr. LAMB: The Louisburg project is completely separate. We have, of course, made lots of material available to them. Our Paris office has a superintendent and a research staff for them, which they requested, and so on. However, nothing directly has been done by the Archives itself. It is a completely separate unit.

The CHAIRMAN: Any further questions of Dr. Lamb? Mr. MacDonald.

Mr. MACDONALD (*Prince*): Mr. Chairman, I am a little confused because two or three weeks ago in the newspaper I saw photographs—I think it was the Archives—depicting moving day, apparently, from their old building to the new building. You say you are not opening until the end of the year. What was that all about? I think I saw your picture, Dr. Lamb, or at least some of your staff in his process.

Mr. LAMB: This was the CBC advance notice which came out.

Mr. TAYLOR: For the past four months we had been given quite a firm date by Public Works and the consulting architects as to the actual occupancy date. The original occupancy date was August 1966. There was a six month delay until December because of problems in the foundations of the building. Public Works and the consulting architects felt that they could move the date up to October 15, and this was the moving date that was assigned to us. However, I attended a meeting late yesterday afternoon—this is why Dr. Lamb mentioned the date this morning—and the contractor is just not able to meet this October 15 date. As a matter of fact, we have a three stage occupancy program, December 12,



December 19 and December 31. In other words, they have had to come back to the original date they set in the first place.

The problem lies in the finish of the building. The interior finish extremely intricate. They have had difficulty getting highly skilled tradesmen on the job. They have a lot of problems in this area and this has delayed the date. Everything looked well this summer for the date of October 15. As a matter of fact, we have our move organized. Tenders were called for the move and everything had been set for October 15. We are now gearing for December 15.

Mr. MACDONALD (*Prince*): You said, Dr. Lamb, that the collection of the National Library is around 400,000 volumes. Is that correct?

Mr. LAMB: It is between 350,000 and 400,000 volumes.

Mr. MACDONALD (*Prince*): In what way do you enlarge your collection? Do you have any specific terms of reference for the kind of material that is contained in the National Library?

Mr. PRITTIE: Excuse me, Mr. Chairman. I have questions on the Library, too, but I thought we were just on Archives.

Mr. MACDONALD (*Prince*): Oh, I am sorry.

The CHAIRMAN: We are on Item 1.

Mr. MACDONALD (*Prince*): All right. I will ask that question later on. I pass for now, Mr. Chairman.

Mr. PELLETIER: Dr. Lamb, after the Archives move to this new building and with new equipment, I suppose, how would you personally describe the degree of efficiency? Would you say that the Archives of Canada is operated in a highly efficient manner equal to any one in the world, or decently efficient, or do you see that we have any serious problems in that regard and how would you describe them?

Mr. LAMB: Being essentially a modest person, I would say I know of no Archives in the world that give a better service to the public than the Public Archives of Canada.

As you know, one of the things that amazes people and is most treasured by scholars is the fact that the building is open 24 hours a day. The Archives never close. As long as people come in and arrange to get material, other than very rare or especially valuable material, the staff is there to hold them. The law clerks come in. They can come in day or night, week ends or any other time, and use it, which means a tremendous amount to them. For instance, it makes it possible for people with jobs in Ottawa to carry on research on evenings and week ends. It makes it possible for a person who travels from Vancouver or St. John's or Halifax, at great expense and with limited time, to make the most of his time. They can work as many hours a day as they wish. I do not know if any other institution does this. There is a certain risk involved, there has to be, but the losses involved have been negligible because people regard this as a privilege and realize that if it is abused it will perhaps be removed. Generally, the body of scholars value that privilege so highly that I would expect it to continue without any difficulty. It is a service that to my knowledge is unique. With regard to advisory services, I could show you letter after letter which people



have written saying that they have not received service elsewhere equal to what we try to give them. I am very proud of my staff, sir.

Mr. PELLETIER: A point of information, now. Where can a member of this committee find a list of your personnel to get an idea of how many and who are the persons who work there and their qualifications? Is there a list available that members of this committee could lay their hands on?

Mr. TAYLOR: We do not have a list as such, but we could without any trouble at all give you information on any individual from our personnel records. In fact, we could prepare a list quite readily. We do have a comprehensive file record on every staff member in the department, but we do not have a record for publication as such. We could make it available very easily.

Mr. PELLETIER: I think you see my point. In order to become informed on the service itself I think it would be very useful to know who is working there and what qualifications are required, because Archives is a field that is quite foreign to most of us.

The CHAIRMAN: Is it the committee's wish that such a list be distributed to the members of the committee?

Mr. LAMB: Do you wish the entire staff or just the professional staff?

Mr. PELLETIER: It is my personal wish that it be the professionals.

The CHAIRMAN: Will this be convenient?

Mr. LAMB: Yes.

Mr. MACDONALD (*Prince*): Will you include in that, along with their qualifications, the responsibilities of the various staff members.

Mr. LAMB: I think probably the best thing to do would be to arrange them in the form of the organization of the department, showing the way it is organized and, showing what positions the people hold. Would that not be the best way to do it?

Mr. TAYLOR: Yes. We have a capsule description of the functions of the Archives and the National Library that we use for training our new employees and we have a small functional chart that goes with this. In other words, we try to train our employees immediately they come into the department to give them some understanding of the complete function of the department. We could give you this as well as the names of the key professional individuals and include a capsule description of their responsibilities.

The CHAIRMAN: Would you like to have that provided? Is it agreed?

Agreed.

Shall Item 1 carry?

Carried.

Item 5—the National Library.

Mr. MACDONALD (*Prince*): I am interested in the kind of volumes that are normally acquired by the Library. What terms of reference do you have with regard to the volumes you assemble?

Mr. LAMB: I think it would be wise to take a minute and place the National Library in its setting in the system of departmental libraries of all kinds owned by the government in Ottawa, which are between 35 and 40 in number.

First of all, there is in existence under the National Research Council a large scientific collection specifically named by statute, which you will notice went through the House recently, called the National Science Library. That is a first rate scientific collection, not in all fields but in a great many fields of science which gives a national service. It does not just serve the National Research Council. As the title implies, it is a national science library and, of course, for that reason it is a field in which we do not enter at all. We take care that we do not duplicate it. As a matter of fact, the National Library and the National Science Library work as two blades of a scissors. We have telex, telephone messenger and mail service between us all the time. No matter what request comes in, it is sent immediately to the one of us who can deal with it most effectively. That means that we are in a sense outside the scientific field, although we have many bibliographies and references in the field of science in order to trace publications that people ask us to find.

There is another large library in Ottawa, the Department of Agriculture library, which is a first class library in the life sciences, and because it is there we stay outside that field. Agriculture is tied to us, and this is another library that gives a national service and lends books all over the country, as we do. We are furnishing a central reference service and we are dealing in fields that are not dealt with elsewhere. These are primarily in the social sciences and the humanities.

In addition, to that, of course, we also gather all Canadian material. This is something that has not been done previously. The first function of any national library is to gather the literary output of its own country, and we do that. We collect, in so far as we can find them, and we have people specially searching for them, everything published in Canada that relates to Canada or that is written by a Canadian. That is important because so many Canadians publish books abroad. For instance, Kathleen Jenkins in Montreal has just published a history of Montreal, entitled "Montreal—Island City of the St. Lawrence". If you look at the imprint it says New York Doubleday. That is a completely Canadian book and must be in any collection of books relating to Canada. We go after books in the United States, France, Great Britain and everywhere else in exactly the same way.

Our general field will be the social sciences, on which the Ottawa libraries are very weak on the whole, and we have succeeded in building up quite a collection here.

For the last ten years or so we have been trying—because of limitations of staff it has had to be a limited operation—to collect the cream of the books published in the United States, France and Great Britain year by year, and we already have a very substantial collection.

Perhaps you have heard of the national union catalogue. We have a catalogue that combines the catalogues of 250 libraries right across the country. If you ask us for a book we can tell you, if your reference is correct—and the references which come in are not always so—we can tell you in a matter of

minutes how many copies are in the country and where they are, and we will ask the library which has the nearest copy to make it available to you. A gauge of how effective our own collection is becoming is by the rising percentage of books for which we are asked that we find on our own shelves. That now amounts to about 15 per cent of the thousand or so books that we are asked to locate every week. Remember, we are asked for books that cannot be found elsewhere, so that percentage means much more than it ordinarily would. The function of the library is that it acts as a central catalogue for all government libraries. We know the contents of all the different libraries in Ottawa and we can tell any one of those libraries if a book it wants is in another library, or if not, where it is available in this country.

We are gradually building up a good general reference collection, a big bibliographical collection, a big Canadian collection and we are building up strength in the social sciences and humanities, which supplement the other collections.

Mr. MACDONALD (*Prince*): Do you have a central catalogue of all these 35 libraries which you can relate to government agencies here in Ottawa?

Mr. LAMB: Yes, and to over 200 libraries outside Ottawa, including all the universities, the legislative libraries, the reference collections and all the big public libraries.

Mr. MACDONALD (*Prince*): Can you loan books out directly to persons?

Mr. LAMB: No, it is always through another institution.

Mr. MACDONALD (*Prince*): Always through an intermediary?

Mr. LAMB: Yes. You have to have somebody to take a guarantee at the other end. If a man in Calgary wants a book he will go to the Calgary public library or the university of Calgary and they ask for it. They know him. They take the responsibility of lending it. We lend to the institution.

Mr. MACDONALD (*Prince*): I take it in that case that all these libraries that you mentioned must have a catalogue of what is in your library in order to—

Mr. LAMB: No, no.

Mr. MACDONALD (*Prince*): They do not?

Mr. LAMB: No. The normal procedure, if a scholar comes in and he needs a book and it is not available there, they say, "We will ask the National Library for it." They ask for it. If we have the book we lend it. If we do not have the book we say, "There is one in the University of Toronto and we will ask the University of Toronto to send it to you", or wherever the nearest copy happens to be. Incidentally, we find between 80 and 85 per cent of all the books people ask for in some Canadian library.

Mr. MACDONALD (*Prince*): Does it not make it a little more complex, because in order to know whether you have got the book they have to write you and you have to write back and let them know whether you can get it.

Mr. LAMB: You are wondering if it would be possible for them to have a copy of our catalogue?

Mr. MACDONALD (*Prince*): Yes.



Mr. LAMB: The catalogue has 7 million entries and it is updated at the rate of 1200 to 1500 entries per day. The cost of keeping it up to date and posting copies is just prohibitive. It is far better for them to write or telex, or something and ask.

Mr. TAYLOR: Telex communication is so quick now. Each year there are more libraries hooking up to us with telex, so that we give almost instantaneous service to the libraries which are hooked up to us with telex.

Mr. MACDONALD (*Prince*): How many libraries do have telex connections with your library now?

Mr. LAMB: I think there are now 20. Two or three more have just joined Laval University and the University of Waterloo have just put it in recently. I think it is about 20, and they stretch from Fredericton to Vancouver.

Mr. MACDONALD (*Prince*): Would these be primarily university libraries rather than public libraries?

Mr. LAMB: Not all universities, primarily universities, but not all. Toronto Public Library has it and the central library service in New Brunswick has it. That is, the provincial government public library service has it.

Mr. MACDONALD (*Prince*): None of the universities in Nova Scotia, Newfoundland or Prince Edward Island has it.

Mr. LAMB: Just one minute. I have just heard that St. John's, the Memorial University, has just put it in. So it goes to St. John's now.

Mr. MACDONALD (*Prince*): So Nova Scotia and Prince Edward Island would not have it.

Mr. LAMB: Nothing has been done; nothing in Nova Scotia or Prince Edward Island.

Mr. MACDONALD (*Prince*): But in Western Canada this service would be available in most of the major universities.

Mr. LAMB: It is available in Regina, Calgary, Edmonton, Winnipeg, Vancouver and Victoria and coming a little bit into Ontario, Fort William.

Mr. TAYLOR: With telex, of course if there is an urgency in a smaller community, if the telex is in the railroad community there, they can very easily come through that telex system to us and this does happen quite frequently.

Mr. LAMB: And a few come in from commercial companies, somebody would use say Imperial Oil's telex.

Mr. MACDONALD (*Prince*): Do you ever provide a photostatic service of perhaps copies of articles in periodicals, and this kind of thing?

Mr. LAMB: Well, we would use the type of reproduction that would be the most suitable and cheapest. We have microfilm, photography, xerox and photostat.

Mr. MACDONALD (*Prince*): But if somebody was looking, say, for a three or four page article from a periodical of ten, fifteen years ago, you could provide it?

Mr. LAMB: Oh, yes; we are doing that all the time and for that we would use xerox because it is much cheaper. It is also the quickest, it is simple, you can do it in a few moments.



Mr. MACDONALD (*Prince*): Right.

Mr. PRITTIE: You get all the books published in Canada. Does this include fiction, too?

Mr. LAMB: Yes.

Mr. PRITTIE: Does it include any fiction?

Mr. LAMB: Oh, yes. It includes publications regardless of content.

Mr. PRITTIE: I see.

Mr. LAMB: It has nothing to do with content. Two copies of every book published in Canada must be deposited with us, unless the combined retail cost of two copies exceeds \$25, in which case we ask for only one.

Mr. PRITTIE: It would include cheap pocket books with lurid covers, you would get all of these, if they are published in Canada.

Mr. LAMB: Yes. We have a price limit of 25 cents so that all the children's comics and things like that do not come.

Mr. MACDONALD (*Prince*): They are only ten cents.

Mr. PRITTIE: So anything published of significance that costs less than 25 cents you do not get.

Mr. LAMB: Oh well, if we get track of something significant, we ask for it.

Mr. PRITTIE: O.K., thank you.

In each of your reports you commented upon the supply situation of professional librarians. I have looked at your reports and at statistics of the Dominion Bureau of Statistics on it. I suppose you are running with a chronic shortage, are you?

Mr. LAMB: Well, the shortage is much less serious than it used to be, I think for two reasons. First of all, the library schools—there is a new library school at the University of British Columbia, as you know—and the library school classes have increased; the facilities available in schools have increased very materially. The University of Toronto school, for instance, has a registration this year three or four times of what it would have three or four years ago, and so actually the supply of librarians is considerably greater than it was. Secondly, there is no doubt about it that our building, which has been repeatedly delayed, and which people came to think was never going to be built, has had a tremendous effect. People say, well this thing is a fact; there is going to be a national library; this is quite exciting, I like to belong to it. It undoubtedly has had a major effect on recruiting and will continue to have.

Mr. PRITTIE: I just saw the ad from the Civil Service Commission, which came out last week as 66-41-10. It was mentioned earlier in reference to the summer training. This seems to be taken from the type of thing the armed forces are doing. The government finances people through their professional training with an obligation to serve the government after they graduate. It seems a rather good idea to overcome the shortage and apparently there has been a fairly good response already.

Mr. LAMB: We have fifteen in library school this winter.

Mr. PRITTIE: Just one other question, Mr. Chairman. I notice you have the National Library Advisory Council. I just recognize one name, a librarian of the University of British Columbia. Are all the other people librarians?

Mr. LAMB: No.

Mr. PRITTIE: If they are not, what is the purpose of them?

Mr. LAMB: If you have the list there, Mr. Antonio Gillette is a librarian of Laval University; Mr. Ganong is librarian of Acadia University; Miss Meiklehan was, until recently librarian of McMaster University; Mr. Morley M. Bell is a lawyer living in Summerside; Father Filion is librarian of Laurentian University; Mrs. Evelyn Woods lives in Brandon; she is very prominent in community affairs there. Dr. Gertrude Gunn is librarian at the University of New Brunswick; Dr. Patton is with the Grenfell Mission in Labrador and Mr. Stewart Stubbs is the librarian at the University of British Columbia. That is six librarians out of nine.

Mr. PRITTIE: Thank you. How frequently does the group meet?

Mr. LAMB: Usually once a year.

Mr. PRITTIE: I have no other questions. I was just concerned about the situation, which apparently is improving with increased enrolments at the university library schools and you think this new system will give you your share of the—

Mr. LAMB: I think it is significant that within the last little while we have succeeded in recruiting or laying hands, one way or another, on fourteen librarians,—I was just looking at the list the other day—and that is in addition to the fifteen who will be coming to us in the spring from the training program assuming that we do not succeed in finding any anywhere else, and twenty-nine new librarians is of tremendous assistance to us. It will make an immense difference to our work in the getting on with the program.

Mr. PRITTIE: Thank you.

*(Translation)*

Mr. BÉCHARD: My questions are in French, doctor Lamb. Just now there is reference to the catalog of books in the possession of the National Library. Is this a bilingual catalog?

Mr. LAMB: Yes, it is.

Mr. BÉCHARD: My second question refers to the list of books which has to be supplied by the publishers to the National Library. The law obliges the publishers to supply a list of the books they publish. Are there any publishers who do not supply that list?

Mr. LAMB: No. Everything must be sent.

*(English)*

The CHAIRMAN: Shall item five carry?

Mr. MACDONALD (*Prince*): I have another question that just came to my mind when Mr. Prittie was asking his questions.

It has been the tradition, I think, to think of libraries as places where we deposit or retain books and periodicals, in other words, any kind of printed matter, and that this was the basic repository of all information and wisdom, but we have moved into an era now where a great deal of our culture, a great deal of our self expression is no longer in the printed form, but it is on film, it is on video tape, it is on recording tape and disc. In light of that fact, and I would imagine that this is one of the basic reasons for the National Library to preserve all the material there is, specifically having a bearing on our culture, is there any facility at present for retaining either certain representations on film or video tape, or recording a good deal of the communication that we are having inside our country. In other words, does the National Library have facilities for storage and for the cataloguing of the various programs and recordings.

Mr. LAMB: This is a field of which we are very much aware. It is a field in which we have not, because of the lack of staff, the facilities to maybe do a great deal, but we have experimented sufficiently that we know how to look after films, we know how to look after tapes and so on. But this is a question, actually, that runs over into the archival field, as you have the whole problem: for instance, take the CBC. In broadcasting systems they have a mass of material. CBC has two archivists. Of necessity they are always looking at things, from the CBC point of view. Are they also looking at them sufficiently from the national point of view and I have had various discussions with CBC about that. One of the problems in broadcasting, which is a very important element of this, is the enormous volume of it. When you consider T.V. the number of hours per day, the different T.V. programs on some networks, it would take an enormous staff to check it and know what is was all about. It is a real problem. In so far as the other aspect of this is concerned, that is, automation and use of computers and everything, we are moving cautiously but steadily into this field. As far as the library is concerned, the chief activity there ultimately will be in the field of bibliography and we must wait for the final details, the final programming to be determined by the Library of Congress.

The Library of Congress for practical purposes bibliographically controls this continent. You must mesh with it. It has such a prodigious output of data that whatever you do, you must mesh in, so that you could receive and then you could give. I think it will probably be another couple of years before the Library of Congress completes its programming and really moves into catalogue data in machine readable form, which is transformed to tapes. Just at the moment there is an experimental tie-up between the Library of Congress and the University of Toronto Library, which we are watching very closely. The first transmission of bibliographical data by data processing is about to take place within the next week or so.

Mr. MACDONALD (*Prince*): These are all visual?

Mr. LAMB: No, it is, in effect, by telegraph. This is something we just have not been able to do because of lack of facilities and lack of staff. I can assure you we are very much aware of the problems.

Mr. MACDONALD (*Prince*): It is of great concern to me because it is my understanding that at present the archive facilities of the CBC—since you mentioned the CBC—are chaotic and that it is almost impossible, once a program has been produced and filed away, to ever discover it again. This has been a



source of some embarrassment to people who have at times tried to get a film clip of a particularly important broadcast and have not been able to discover where the film has been placed. When you think of some of the memorable productions that have been produced on radio and television I think it is tragedy. There is also the fact that undoubtedly within the next decade we are going to have a great deal more facilities for home viewing of things like videotapes and films, and it is imperative, I would think, that an agency such as the national library should be in the forefront of assembling the very best material that already has been produced. Now, we are some 50 years into this visual field and little has been done to date by way of cataloguing these materials. I would hope that the national library would make every move possible towards this end. It does not seem likely that the CBC, with all its other concerns, are going to get very involved with their own archives, and perhaps it is important that the national library and the national archives take up the cudgel on this—plus the fact, as you were saying, not all material of substance is being produced by the CBC, and I would think that it is important that we assemble this material and have it available, along with this excellent material that already has been produced.

(Translation)

Mr. PELLETIER: Mr. Lamb, the existing obligation for publishers to send you two copies of everything that they put out, does not apply to film producers. There is no sort of collection in that field, at all, is there? No films or film scores, either for the Public Archives or the National Library?

Mr. LAMB: It only applies to printed works.

Mr. PELLETIER: Does the National Library make it possible for people to use French as a working language, to submit reports in French, etc. Is it actually done?

Mr. LAMB: Yes, I think it is.

Mr. PELLETIER: What is the proportion with reference to the total operation? What is the proportion done in French?

Mr. LAMB: In every section you find people who can discuss and explain things in French.

Mr. PELLETIER: Yes, but with regard to the actual internal operations of the Library, i.e. in the contacts between the various services and yourself, as well as in your own office, is the use of French commensurate with the actual proportion of French in your collections?

Mr. LAMB: Oh, yes, most certainly.

Mr. PELLETIER: Thank you.

(English)

Item 5 agreed to.

The CHAIRMAN: We have the estimates of Secretary of State.

NATIONAL MUSEUM OF CANADA

15. Administration, Operation and Maintenance, \$2,240,000.



Present with us this morning are Dr. Richard Glover, Director of the Human History Branch; Dr. Frank Banfield, Director of the Natural History Branch, and Mr. Thomas Russell, Administrative officer.

Would one of you gentlemen, or perhaps Mr. Steele, like to come forward and make a presentation to the Committee.

Mr. G. G. E. STEELE (*Under Secretary of State, Secretary of State Department*): Mr. Chairman, I thought that I would start off even though those whom you have named are here. I may, with your permission, ask them to answer certain technical questions, if the need arises.

The CHAIRMAN: Would you like to make an opening statement?

Mr. STEELE: I would like to draw the attention of the Committee to one recent event, Mr. Chairman. The Civil Service Commission has recently approved the appointment of a third person at the level of director in the National Museum to carry out the planning for the national museum of science and technology. This has been anticipated and foreshadowed in the estimates of the museum for several years and it is only now that we have reached the stage where we can move ahead with this, with the intention of deriving a plan for such an institution and making recommendations to the government for not only the building but the actual concept for such a museum. I think this is new and although it is provided for in the actual estimates the Committee might not be aware of the fact that this is so.

We have had traditionally, over the years, a national museum which was in two main parts, a museum of human history and a museum of natural history. The natural history side explains itself. The museum of human history is a museum which addresses itself to the whole question of man in Canada from the prehistoric periods down to the present time. We are building an historical section in that museum with this kind of a presentational problem in mind.

Mr. PRITTIE: Mr. Chairman, the report on page 18 states that in the late summer it was decided to defer the date of the completion of the new human history museum. I was not aware that it had ever started. Is it under construction now?

Mr. STEELE: No, I am afraid it is not, sir. The way the report is worded might mislead you. It is started in the sense that the plans, which were commenced a number of years ago, for the actual new buildings for the museum, are well advanced. Had it not been for the necessity of the government re-appraising its policies in the whole field of construction we undoubtedly would have had a contract let on those plans this year. When we talk about a completion date, it is really a completion date postponement based on an earlier assumption that we would have started the construction of the new museum this year.

Mr. PRITTIE: Have you any idea now when it will begin and when it will be completed?

Mr. STEELE: No. We are presently "taking advantage," if I may use those words, of this yet further delay to take a look at the whole concept of where museums should be located in Ottawa. In view of the fact that we certainly are getting ahead with planning for the museum of science and technology, we are

taking a look at the next 10 or 15 years of development in the national capital, in a sense, and the requirements which, if we were planning today for these institutions, we would like to see satisfied. We have actually commissioned and we will receive shortly for our own consideration first, a complete reappraisal of the needs for new museums. What I am really saying is that these plans which have been postponed for so long for the execution of a new museum, have caused us to wonder whether they are still the right plans, right in terms of the type of building, its size and location. We have a review of this type under way and, as far as the timetable is concerned, I should think it will set the completion date back by at least two years beyond what we might have earlier contemplated. In any event, had the museum been started this year, we could not have contemplated being in a new building in connection with, say, the two main segments that we now have, human and natural history, until perhaps 1972. We thought of this as being at least a three year construction job, and beyond that period it takes a further year to actually house oneself in the new institution. Therefore we are talking about something that is going to take four to five years from when you start it. If it is delayed a further year, it certainly would be the mid-70's.

Mr. PRITTIE: It sounds to me like you have another 10 years in the old Victoria building.

Mr. STEELE: We do not like to think this is so, because everyone knows the condition of that building, we certainly are taking every step we can to make sure we provide for the expansion outside of that building. You are quite right; we would expect to see the Victoria museum in existence for a few years yet.

Mr. PRITTIE: Is it still sinking?

Mr. STEELE: We have had a report on this recently from the Department of Public Works because, by co-operation with them, the Victoria museum is under constant observation. There are a set of test instruments in there which satisfy the curiosity of structural engineers as to whether or not there has been any settling, and I am happy to report that the recent report on this, which takes place at six month intervals, shows there is no change. I do not know whether you are all aware of the condition of that museum or the real basic problem. The problem is it is sitting on a pad of clay and this very dense material which has a lot of water in it. What really worries the structural people is that if something drastically changed the water content of the material it is sitting on, it might sink further. I am told, it has been in a position of relatively stable equilibrium since immediately after construction, because the first damage that was done to it all occurred within the first several months or a year after the building was completed. What has happened since has been quite marginal compared to the settling that first took place.

Mr. PRITTIE: I have one or two other questions, Mr. Chairman. First, I think there should be a word of commendation to the museum staff. I have taken children there on a Saturday and it is a great centre of activity, with the various types of scientific clubs, films and general viewing by children. Certainly the public has made very good use of it.

The only other question I have has to do with staff. I would imagine in the field of human history, zoology and the other sciences you are concerned with that you are competing for university graduates, like everyone else. How are you

looking out in that connection? What is the staff situation in your important scientific branches?

Mr. STEELE: I would have to call on the directors to give you a precise report on whether or not we have an inordinately large number of professional vacancies at the present time. My impression of the last year has been that we are at least holding our own. We have managed to fill one or two scarce skills, but we are under constant pressure, as you say, from the university community particularly, where salary structures have been going up, and rightfully so. In terms of the museum research staff, you are not looking for the graduates; you wish to attract people with, say, post-graduate skills. We are trying to bring people in that have an established scientific background in one of the specialties, and this is difficult. We have it under constant review, and perhaps one of the directors would like to mention a word on this. I think Dr. Banfield, in the natural history science, certainly has had to bear the brunt of the competition for people in the natural sciences.

Mr. PRITTE: Do the heads of your sections, such as chief zoologists in paleontology, receive salaries comparable to that of a full professor?

Mr. STEELE: No, although they are below a full professor's salary at the present time, they are under constant review. Within the public service, as a whole, there has been quite a massive reappraisal going on of the whole structure of civil service salaries, and the professional component of this has posed some special problems. I would say these discussions are still under way and the base line we are looking at is the full professors' salaries in the universities. Correct me if I am wrong, but I would say our own salaries for heads of division people, say, with doctorate qualifications, are certainly below the full professor salaries in the universities.

Mr. PELLETIER: I would like to ask you what exactly is the meaning of the phrase we hear quite often in these surroundings "that it is under constant review". You told us in the case of the buildings, but what does it mean when you say that?

Mr. STEELE: In the case of salaries I mean just that, that the whole problem of salary structures in professional levels is such a dynamic one and is moving so quickly that when you are competing for professional staff in this world, you have to know what is happening to salary structures outside and what these offers are that people are receiving. You have to keep representing to the Civil Service Commission and others that this is the situation so you can retain not only the staff you have but hope also to attract other people.

Mr. PELLETIER: I have a question about—if I can use the term—the philosophy of a museum. I suppose that it serves a dual function, one of which is to have collections that are saved for the future, and the other is a display for people to come and see. In view of that dual role, is it conceivable or do you think it would be workable, for a museum like the National Museum, to be located somewhere else in Canada, let us say near a larger city than Ottawa, where it could serve its second purpose much more efficiently; or is that inconceivable because of the nature of the institution?



Mr. STEELE: It is certainly not inconceivable, Mr. Pelletier, because of the nature of the institution. In a country that is as large as Canada, and where you have a few museums as we have of any stature, and where we are, as a nation, government, responsible for a national museum, this becomes a real question whether or not you deliberately put it say, near a larger population centre, so that you can at least attract more people from that centre, or whether you say you will never be able to accomplish the job of making this truly national so that all Canadians will feel identified with it, and you do your best to overcome that by some other means, through the extension program of the museums, perhaps. We would like to do more in the general educational role; we would like to do more to put travelling displays and exhibits on the road throughout Canada, and we would like to have a closer working relationship with other museums so that there can be exchanges of exhibits. I would foresee this as one of the things which we will certainly pay far more attention. We would like to use more effectively the other visual media for communicating what a museum is.

Then, it seems to me to become a matter of whether or not you wish these national institutions to enhance the role and symbolism of the national capital itself. We feel that having these great cultural institutions here does do something for the image of the national capital.

Mr. PELLETIER: Yes. But my worry is whether we are not selecting the symbolic or image value rather than the actual service rendered. I know it is a conflict between policy and philosophy.

Mr. STEELE: It is a conflict which you have to recognize.

Mr. PELLETIER: I have a more specific question and it is a short one. I have heard from shell makers and anthropologists who are interested in Indian collections that there are Indian collections in the National Museum which are in a state of desperate neglect, that they could burn over night and Canada would be deprived of them. I have been told—and I am not a specialist so I cannot check—that there are valuable collections all right, but great concern has been expressed about the manner in which they are stored and displayed. Is there any truth in that?

Mr. STEELE: I would hope there is no truth in it. We have had an incident recently, which I think I might disclose to the Committee, which bothered the directors and myself. This is an old building; it is a cluttered building, and the possibilities of serious damage, through some accident, fire or incident of that type, is always present. I would like to investigate this particular commercial matter myself to find out whether any of our important collections are really being stored or handled in a way which would lead to their deterioration.

I have no hesitation in saying to you that this is a constant concern of the staff and that they are very conscious of this need. The conservation program, both and large, is first class and, in fact, when we are ever asked to place artifacts or material outside the National Museum to display them elsewhere, one of our main concerns is can they be handled with the same amount of care which they would receive if they were in the National Museum? I would like to look into this question you have raised.

Mr. BÉCHARD: Mr. Steele, have you ever thought of building the future National Museum across the river in Hull?



Mr. STEELE: Mr. Béchard, in this review that is underway, it was specifically given to the group who are carrying this out as a suggestion, if not a direction, that they let their minds range over the whole problem of the Ottawa-Hull area. So, certainly this has been in our minds. I do not know what the criteria would be for where you should locate institutions of this type. You may be very familiar with the views of some architects and planners who worry whenever major cultural things are removed from the heart of a centre—I take the centre to be the whole Ottawa-Hull area—and this would be of some concern to move this some distance from the centre of the city. That is one concern you have. The other would be how is it going to be for the accessibility of people. How can you place it so it will be accessible to all the range of people who will come to such an institution. Then you are concerned with what a museum does and where it should be in terms of all of its back-up functions including storage, the research functions and the people who work there. These are the types of concerns at which you look. The actual geography of where it is located, as to whether it should be on one side of the river or the other, seems to me less important than what you are trying to satisfy—that is, what it should do.

Mr. MACDONALD (*Prince*): My question is related to Mr. Pelletier's question about the location of this National Museum in some centre other than Ottawa. You mentioned that attempts are made to have travelling exhibits and an extension program. How thorough going is this? How much of the materials of the National Museum are made available, in what manner, and with what regularity?

Mr. STEELE: Perhaps not as much as there should be in a properly organized program of extension education and the directors, I think, would share my view about this. However, we do get a surprising number of applications from all parts of the country for co-operation and for the placing of museum material on permanent loan. We have a policy about this where we try to be as helpful as possible in meeting these needs. We recently had the pleasure of providing a complete dinosaur skeleton to one of the museums in Alberta because the great Canadian dinosaur collection is in the National Museum.

On the question of travelling exhibits, this requires a fair bit of planning and work yet with these other museums and others who are interested in this sort of thing in the other parts of Canada. I would say that this part of our activity will receive a fair amount of attention in the next few years.

The CHAIRMAN: Gentlemen, there is another committee meeting scheduled for this room at 11 o'clock. If there are important questions which you would still like to ask Mr. Steele, perhaps he would come back again. If further information is required you could contact Mr. Steele directly, and perhaps we could excuse him and the other representatives from the National Museum at this time. While we are not in a position to pass this item this morning, would it be agreeable if they were excused and not be asked to come back to the next meeting?

Mr. STEELE: We would be glad to come back.

The CHAIRMAN: Or do you feel you would like to have them back again? Are there still questions which you feel you would like to raise in the Committee.

Mr. MACDONALD (*Prince*): I was just wondering if there would be an opportunity for discussion of Item 1 in a general way, at which time Mr. Steele would be here, or does this conclude all the estimates?

The CHAIRMAN: This would conclude the estimates of the National Museum. The only other estimates we have before us then are the Civil Service Commission, the National Film Board, the C.B.C. and the B.B.G. While I suppose Mr. Steele will be back again, I do not suppose the representatives of the museum will be here, unless you wish to have them come back.

Mr. PRITTIE: I would like to have them back but I know it is impractical. I know how much work we have ahead of us.

The CHAIRMAN: I am sure they would be very glad to deal personally with any member of the Committee on any points of information.

Mr. STEELE: We are completely at your disposal, Mr. Chairman. We would be glad to answer any questions.

The CHAIRMAN: Is it agreed, then, that the consideration of Item 15 will be continued at the next meeting but that we will not require the witnesses to return?

Some Hon. MEMBERS: Agreed.

The CHAIRMAN: Thank you very much, Mr. Steele, Dr. Glover, Dr. Banfield and Mr. Russell for coming here.

Gentlemen, the next meeting of the Committee, I suggest, might be at 9.30 next Thursday, one week from today. At that time it has been arranged that the Civil Service Commission's estimates could be considered provided the Chairman, Dr. Carson, is not required by the Joint Committee of the Senate and House of Commons on Public Service, at that time. If that is agreeable we will adjourn until next Thursday at 9.30.

There has been wish expressed by the Steering Committee that we might visit the National Film Board headquarters in Montreal and consider the estimates of the board at the time of such a visit. I think the Steering Committee will be meeting again before the next meeting of the Committee and perhaps at the next meeting of the Committee we might settle on the procedure for the consideration of the Film Board's estimates.

Unless there is any further business now, I will receive a motion for adjournment.

On motion of Mr. Prittie the Committee adjourned.













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OF  
PROCEEDINGS AND EVIDENCE

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LÉON-J. RAYMOND,  
*The Clerk of the House.*



HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. ROBERT STANBURY

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 26

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THURSDAY, NOVEMBER 10, 1966

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Main Estimates (1966-67) of the Department of Secretary of State  
(National Museum of Canada) and the Civil Service Commission.

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WITNESSES:

*From the Civil Service Commission:* Messrs. J. J. Carson, Chairman; G. A. Blackburn, Director General, Staffing Branch; A. R. K. Anderson, Director, Advisory Services and Appeals.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Robert Stanbury

*Vice-Chairman:* Mr. Jean Berger

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Laprise,	Mr. Pelletier,
Mr. Basford,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Prittie,
Mr. Béchard,	Mr. Mackasey,	Mr. Prud'homme,
Mr. Brand,	Mr. Macquarrie,	Mr. Richard,
Mr. Cowan,	<sup>1</sup> Mr. Mather	Mr. Sherman,
Mr. Fairweather,	Mr. McCleave,	Mr. Stafford,
Mr. Hymmen,	Mr. Munro,	Mr. Trudeau—(25).
Mr. Johnston,	Mr. Nugent,	

M. Slack,  
*Clerk of the Committee.*

<sup>1</sup> Replaced Mr. Lewis on Thursday, November 10, 1966.

## ORDERS OF REFERENCE

THURSDAY, November 10, 1966.

*Ordered*,—That the name of Mr. Mather be substituted for that of Mr. Lewis in the Standing Committee on Broadcasting, Films and Assistance to the Arts.

MONDAY, November 14, 1966.

*Ordered*,—That the Standing Committee on Broadcasting, Films and Assistance to the Arts, be granted leave to meet in Montreal on Monday, December 5 and Tuesday, December 6, 1966, (or such other dates as circumstances may require) for the purpose of visiting the headquarters of the National Film Board and examining its officials, and also to visit the Montreal production centre of the Canadian Broadcasting Corporation, and that the Clerk of the Committee and reporting staff accompany the Committee to Montreal.

Attest.

LÉON-J. RAYMOND,  
*The Clerk of the House of Commons.*

## REPORT TO THE HOUSE

THURSDAY, November 10, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts has the honour to present its

### TENTH REPORT

Your Committee recommends that it be granted leave to meet in Montreal on Monday, December 5 and Tuesday, December 6, 1966, (or such other dates as circumstances may require) for the purpose of visiting the headquarters of the National Film Board and examining its officials, and also to visit the Montreal production centre of the Canadian Broadcasting Corporation, and that the Clerk of the Committee and supporting staff accompany the Committee to Montreal.

Respectfully submitted,

ROBERT STANBURY,  
*Chairman.*

*(Concurred in on Monday, November 14, 1966.)*



## MINUTES OF PROCEEDINGS

THURSDAY, November 10, 1966.

(44)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 10.00 a.m. The Chairman, Mr. Robert Stanbury, presided.

*Members present:* Messrs. Asselin (*Charlevoix*), Béchard, Berger, Fairweather, Hymmen, McCleave, Munro, Pelletier, Prud'homme, Stanbury—(10).

*Member also present:* Mr. Mather.

*In attendance: From the Civil Service Commission:* Messrs. J. J. Carson, Chairman; K. C. Foster, Director, Personnel and Administration; G.A. Blackburn, Director General, Staffing Branch; A. R. K. Anderson, Director, Bureau of Classification Revision; J. A. Murray, Director, Advisory Services and Appeals.

The Committee proceeded to the consideration of the Estimate for the Civil Service Commission, and the Chairman called Item 1, Salaries and Contingencies.

Mr. Carson, introduced his officials from the Civil Service Commission, and then made an introductory statement.

Mr. Carson was examined, assisted by Messrs. Blackburn and Anderson.

The examination of the witnesses being completed, they were permitted to retire.

The Chairman then read a letter of resignation from Mr. Basford, the Vice-Chairman of the Committee. The Committee agreed to accept the resignation with regret.

On motion of Mr. Béchard, seconded by Mr. Asselin (*Charlevoix*), Mr. Berger was elected Vice-Chairman.

The Chairman presented the Eleventh Report of the Subcommittee on Agenda and Procedure, dated November 10, 1966, as follows:

Your Subcommittee recommends that:

1. Your Committee consider the Estimates of the C.B.C. on December 17 and November 22 and the Estimates of the B.B.G. on December 1.
2. Your Committee requests permission from the House to meet in Montreal on December 5th and 6th (or such other dates as circumstances may require) for the purpose of visiting the headquarters of the National Film Board and examining the Officials of that Board,

and also to visit the Montreal production centre of the Canadian Broadcasting Corporation, and that the Clerk of the Committee and supporting staff accompany the Committee to Montreal.

On motion of Mr. Béchar, seconded by Mr. Asselin (*Charlevoix*),

*Resolved*,—that the Eleventh Report of the Subcommittee on Agenda and Procedure be now concurred in.

Item 15, National Museum of Canada, was adopted. (*Note: Witness was heard on November 3.*)

Item 1, Civil Service Commission, was adopted.

At 11.30 a.m., the Committee adjourned until 9.30 a.m. on Thursday, November 17, 1966.

M. Slack,  
*Clerk of the Committee.*

## EVIDENCE

(Recorded by Electronic Apparatus)

THURSDAY, November 10, 1966.

The CHAIRMAN: Gentlemen, may I ask Mr. Carson to come forward, please.

Mr. J. J. CARSON (*Chairman, Civil Service Commission*): Mr. Chairman, may I bring my colleagues.

The CHAIRMAN: Of course, please do. We have before us this morning the estimates of the Civil Service Commission, Item 1, and I would like to introduce Mr. J. J. Carson, Chairman of the Civil Service Commission, and ask him to introduce his colleagues and to make an opening statement.

### CIVIL SERVICE COMMISSION

*Item 1*—Salaries and contingencies of the Commission including compensation in accordance with the Incentive Award plan of the Public Service of Canada . . . \$8,087,900

Mr. CARSON: Thank you, Mr. Chairman. Gentlemen, if I could introduce Mr. Blackburn, Director General of our Staffing branch sitting next to me; Mr. Foster, the Director of our Administrative branch; Mr. Ross Anderson, the Director of the Bureau of Classification Revision; and Mr. Murray, who is the Director of the Advisory Services and the Appeals branch of the Commission.

These are the four main branches of the Commission's activities. In case any of you have detailed or specific questions that you want to raise with respect to staffing problems or appeals problems or classification problems, I felt it might be helpful if I had them with me.

Mr. Chairman, addressing yourself to our estimates is a difficult task because this is a very moving scene. It is hard to really make any direct comparisons year by year at this stage in our performance and in our requirements because the nature of the Commission's role is changing gradually at this point. However, it will change quite rapidly, I think, over the next few months if Mr. Fairweather's committee takes the new Public Service Employment Act successfully into the house and it will change the total role of the Civil Service Commission, which has been historically an agency responsible for not only staffing the Public Service but for making recommendations on pay and classification and leave, and a lot of other areas that will become the subject matter of collective bargaining with the passage of the proposed new collective bargaining legislation.

This means that a large number of our staff will transfer out into the departments and over to the Treasury Board. Against that potential reduction in our staff we have certain added responsibilities which make comparisons very difficult. The government, as you know, have embarked on a program of bilingual training in the headquarters staff of the civil service and this task of

language training has been laid on the Commission's doorstep to administer. We have to grow and increase our staff in the area of language training very rapidly which, unfortunately, prevents us from showing to you offsetting savings in the things that will be leaving the Commission's area of responsibility.

At the same time we are faced with a philosophic change of administration in the Public Service which, hopefully, will call for and require the Commission to delegate to departments, to deputy ministers and their managers, many of the responsibilities which we have kept tightly centralized in the Commission in years gone by. If the new legislation goes through in its present form the Commission will be attempting to decentralize and delegate to the department many of the staffing functions that we now perform, particularly at the blue and grey collar level, the clerical level, what we call the operational category, and the administrative support category, which represents about 75 per cent of the total civil service population.

However, in advance of delegating these responsibilities to the department we are faced with the need of increasing our own staff to prepare standards of selection, guidelines of selection, and refine our selection procedures to the point where they can be delegated to departments. In the course of this there will be training of potential departmental staffs to carry on the staffing and selection process as we would do it ourselves. Until 1968, Mr. Chairman, I cannot give you any encouragement that there will be a major reduction in the Commission's staff. I am sure there will be some build-up this year and next year and then, hopefully, by the end of 1968 when we start the delegatory process to departments, we will be able to reduce the size of the Commission's own establishment.

Mr. Chairman, having given that background of what we are involved in and our current state of affairs, I would be happy to answer the Committee's questions on any of our operations that would be of interest to them.

The CHAIRMAN: Thank you very much, Mr. Carson. Are there any questions of Mr. Carson?

Mr. FAIRWEATHER: I have heard a good deal about this build-up. I do not expect to have any questions relating to this transition. I think when the Steering Committee was planning the appearance of the Civil Service Commission we realized that a good deal of the evidence was on the record in the Public Service Committee. I would be interested, though, in the bilingual training which you referred to, Mr. Carson. How many people are working on this and what success has been achieved?

Mr. CARSON: Well, Mr. Fairweather, I am going to ask Mr. Blackburn to give specific answers to your questions. We are not able to point to conclusive success in our language training efforts to date. We have an increasing number of people each year under training, but for many of them this meant having to go back to school and re-learn skills and make use of the learning process in a way that they had not been doing for a good many years. The initial results were perhaps a little bit disappointing to people who expected that we could produce miracles overnight. There is a cumulative effect building up here—Mr. Blackburn has been working with this now for almost three years in January—in the degree to which people are not only coping with the language in the classroom



at going back and starting to use it in social intercourse and, to a limited extent, their business discussions, although most of us are still a bit fearful of the risk of being misunderstood in an official communication. But this is having a cumulative effect. Every additional civil servant who is exposed to language training, of course, is making it that much easier for the others to lose their shyness or inhibitions with respect to speaking two languages. Mr. Blackburn, would you like to give Mr. Fairweather some of the details?

Mr. G. A. BLACKBURN (*Director General, Staffing Branch, Civil Service Commission*): Mr. Chairman, the present staff is in the order of about 125 and it is building up quite rapidly to something in the order of 175. Of course, the majority of these are language teachers. There are perhaps four or five who are engaged in linguistic research. The present program of language training is based on the best systems that we could discover in use, through consultations with various academic institutions and the experts across Canada and abroad. In many ways we recognize that they are not ideally suited, first of all, to teaching adults in Canada and, secondly, teaching adults who may be public servants whose vocabulary accumulation, and so on, is very important in this respect. The research staff is really engaged in two major tasks: one, to adapt or design improved systems for language training, and also to develop measures of proficiency. Measures of proficiency are necessary for two purposes: one, for increased accuracy in our estimates of a person's capacity for purposes of appointment and, secondly, to measure the effectiveness of the language training program itself.

The program at the moment is highly fluid in terms of numbers. At the end of June we had on the order of 2,000 public servants under instruction. Our expectation is to build up, by the end of this calendar year, to somewhere in the neighbourhood of 4,000. Some of these people, of course, are on programs which involve only one hour a day for each student. Others are taking evening programs of two, three or four hours a week. Some students are able to take full-time courses and this, in our view, is ideal both from the point of view of economy and effectiveness because the cost per student is much lower on a full-time basis and the great patience which one has to develop to stay with the process on a one-hour-a-day basis is somewhat eased by a full-time program.

Mr. FAIRWEATHER: Where are the full-time programs carried on, in this city?

Mr. BLACKBURN: Yes, in the main in this city. There are five satellite schools, one in the city of Hull and four in the city of Ottawa. We are opening two in Montreal and one in Quebec City. We are also making special arrangements for communities where there are not sufficient numbers of public servants to warrant opening a satellite school. We make contractual arrangements with local universities and high schools who have the facilities. We do this on two bases: one, a contract under which they provide all the facilities, including the instruction in accordance with our standards and two, where they provide the facilities and we provide the instructors.

Mr. BERGER: On a supplementary, may I ask you what is the situation as far as the hiring of new employees is concerned?

Mr. CARSON: With respect to language?

Mr. BERGER: Yes.

Mr. CARSON: Again, I will let Mr. Blackburn, who heads the staffing branch which includes our language training operation, answer this question. Certainly, our objective is as stated.

Mr. BLACKBURN: I presume, Mr. Chairman, that the question relates to the issue of language. I think I can safely say we have been successful, in our strenuous efforts to entice into the service people who are competent in both official languages, to a greater degree than we have in the past. We have devoted a good deal of energy to this. At the entrance level of the administration classes we have been insisting that newcomers who are unilingual should be ready and willing to undertake instruction in a second language. We try to arrange this instruction for them immediately on entry, that is to say, when they come out of the universities in the spring we will arrange for special full-time programs for them during the summer months and the early months of the autumn.

Mr. BERGER: Without any idea of criticism whatsoever, may I say that in my riding, which is mostly a French-speaking constituency, I have on numerous occasions recommended a few of my people for certain positions which were offered by the Civil Service Commission. A few of my colleagues have done the same. It seems to me very unfortunate but it has reached the point where I tell my friends that if you want to apply to the Civil Service Commission please do not ask your M.P. to try to help you out. You are sure to be left out. This seems to happen, and I could give you a few examples. This has been raised and I am trying to be frank.

Mr. CARSON: You have been exposed to my views on this before, because in the committee dealing with the Public Service employment act this same question came up and I tried to convince the members at that time that we are genuinely appreciative of recommendations that members of parliament give us regarding character and general suitability and your observations of people's competence. You presumably know them better than we will get to know them in a selection interview and to the extent that you can give us character references and recommendations, we are grateful. I say that recognizing that there is a myth abroad, and whether it has gained substance over the years I do not know, that the worst thing that you can do is to sponsor a candidate because that gets the Commission's back up. I can only assure you that our current philosophy is the very opposite. We are grateful for recommendations. If you know people and can give them character references, this is an enormous help to us.

Mr. MATHER: Mr. Chairman, I wonder if it would be possible to get any sort of an estimate of the cost of the bilingual training program as it affects civil service staffs so far?

Mr. CARSON: Mr. Chairman, do you want the conservative estimate or the outside estimate?

Mr. MATHER: I would like both.

Mr. CARSON: I would estimate that by next year it will be running \$3 million dollars a year.

Mr. MATHER: Three million dollars a year?

Mr. CARSON: That is right. Up to now it has run up to \$1.5 million, but now we are moving up to about \$3 million because we will be opening five additional schools on the first of January.

It is an expensive undertaking, and we make no apology for that because we assume that the government knew what it was doing and felt that this was an important undertaking. That is not ours to question; we are merely the administrators of the enterprise once the policy is decided upon. But it is expensive, the training of adults is always expensive.

The CHAIRMAN: Mr. Carson, how many people are taking courses on a full-time basis? I am not sure whether Mr. Blackburn mentioned the numbers or not.

Mr. CARSON: There are the ten, of course, who are at Laval now. This was launched fairly quietly and without too much fanfare this fall and I do not know how aware the Committee members may be of this, but you will recall when the Prime Minister made his statement in the House on the various steps that were to be taken to increase the bilingual capacity of the civil service he spoke about a program in which 20 English-speaking officers and their families would be sent to Laval for a year and 10 French-speaking senior officers would be sent from Quebec, Montreal or Ottawa to the University of Toronto for a year.

This program was launched in the summer, so it would have been inappropriate, I think, to have gone into it on a crash basis because you do not just pick up whole families and ship them off overnight to a strange city. So, we started out to get our feet wet with 10 families this fall, and they have moved to Quebec City. The fathers and mothers are enrolled at Laval University and the children in the school system of Quebec City, and the progress reports we have received for the first two months are really very encouraging.

Again, this is an expensive undertaking. It means taking a senior officer out of his position in Ottawa and shifting him off for a sabbatical year for the sole purpose of learning a language. I am convinced that if we are ever going to make real progress at the upper echelon of the Civil Service and set some kind of an example down the line, this is the sort of thing we are going to have to do. The results are most encouraging.

Mr. FAIRWEATHER: Really, though, it is over-simplifying to say it is the sole purpose of his sabbatical year. I think it would be a great thing for the country if a lot of people could have a sabbatical, even members of parliament. We are all right, but a lot of people could stand a little cross-fertilization.

Mr. CARSON: I am sure there will be enormous by-products of this. I think one of the most heartening reports that we are getting back from the school authorities in Quebec City is that they are pretty confident that these English-speaking children, who have been dumped right into the Quebec school system, are going to be able to cope with the classroom work by Christmas.



One of the things we were most worried about was whether children were going to lose a whole year of school because they could not cope with a second language and that the parents would feel resentful about this when they returned home. But the early indications are that the children, if anything, are doing better than the parents.

Mr. BERGER: Mr. Chairman, I want to say that I was very much impressed a few months ago when I noticed that the chief veterinary officer of the Health of Animals Branch of the Department of Agriculture, Dr. Wells, seemed to be enjoying himself in Laval University, and even at that time his French was so good that he was interviewed on the French radio network, and he came out all right as long as it did not go over three minutes.

The CHAIRMAN: Mr. Blackburn, you indicated there was another group, beyond the ten top officials, who are sitting full time.

Mr. BLACKBURN: Unfortunately I do not have the figures with me at this moment, but the order of magnitude of enrollment is in the neighbourhood of 100 full-time in schools in the Ottawa Valley area and probably about 300 half-time, which is a sort of second best arrangement from my point of view, and the rest pretty much on a six-hour week basis, either one hour a day or three hours twice a week.

In the summertime we run almost exclusively full time program for new entrants into the service. During that period virtually all of them are on full-time, plus a bit. They are on almost a total immersion type of program.

The CHAIRMAN: You are attempting to increase the coverage of this kind of program, are you not?

Mr. BLACKBURN: Indeed we are. We are convinced that the most effective, as well as the most economical way of doing things is to get people on a full-time basis.

The CHAIRMAN: I quite agree.

Mr. BLACKBURN: The problems of maintaining departmental administration are often insurmountable when it comes to releasing people for full time instruction.

The CHAIRMAN: Thank you.

Mr. MATHER: Mr. Chairman, I do not know whether we have exhausted the language part of this presentation or not, but I was interested in some of the details of service figures here.

Under the heading "Approximate Value of Major Services Not Included in the Estimates", these items total over a million dollars for 1966-67, which is roughly 15 per cent of the total services costs. In that category I notice the Post Office Department for 1965-66 provided franking services to the Civil Service of \$60,900, and in 1966-67 they are going to provide \$76,700 worth of service. This is quite a substantial increase in that one category, something like 20 or 25 per cent. Could we have the reason for the predicted increase there?

Mr. CARSON: I will do my best, Mr. Chairman. This reflects almost entirely the increased hiring load and the increased effort we have to make to hire



people in this very tight labour market that Canada has been experiencing in the last two years, and presumably is going to go on facing over the next year or so.

As you are aware from seeing the Estimates go through, in almost all departments there has been an increase in the number of programs launched and the number of additional people required to staff these programs. I had better not even hazard a guess on the approximate number of new positions that have been approved in Estimates over the past year. All this has put an enormous additional workload on the Commission in a period of very high employment here our efforts to recruit staff are doubly difficult. You do not just exhibit one bulletin in a post office and sit back and wait for people to come to you. You now have to go out and search them out, and when they reply you cannot run the risk of their waiting around for you to answer them a month from now. We find that we have to get out interim letters to people to keep them warm and keep up their enthusiasm and interest. We are doing a great deal more, but if you want personalized recruiting this, of course, would put a burden on the mailing service. I am satisfied that the day when the public service can just sit back and punt on people lining up at the door seeking employment is long gone. We have to get out and aggressively seek and find and encourage people. I would like to bel—to use an overworked phrase—that our image as a recruiting agency is improving as a result of the efforts that we are making. One of the most heartening statistics I can give you is this fall's university recruiting program. As you know, we go out each fall on a major program to round up the brightest and most able university graduates to come into both the foreign service and the domestic service.

We recognized that we were going into the tightest university graduate market, I suppose, in the history of Canada. But, Mr. Chairman, we are terribly encouraged by the fact that the number of students who signed up to take our examinations and to register for interviews was up by 50 per cent this year. Most encouraging of all was that the number from Laval and the University of Montreal was up higher than we have ever known in the past. I think this is all a reflection of the fact that we are doing a more imaginative job of recruiting. This is a long answer, Mr. Chairman, to Mr. Mather's question as to why our postal bill is higher.

The CHAIRMAN: Your bill for accounting and cheque writing seems to be lower. You must be issuing fewer cheques to more people, or perhaps it is computerization that has reduced the cost. Is this right?

Mr. CARSON: Mr. Foster has been introducing a lot of efficiencies for us.

The CHAIRMAN: Thank goodness for that. Are there other questions of Mr. Carson?

Mr. BÉCHARD: I do not know if this was discussed before, but I would like to know about compensation in accordance with the incentives of a working man in the public service of Canada. Does it include proposed incentives for bilingualism?

Mr. CARSON: No. This item solely deals with—for those of you who are familiar with industrial situations—the suggestion plan and awards for outstanding achievement. These are special awards that are recommended for

people who have made an unusual contribution. The commission is charged with administering this plan and this is why this amount of money is in our estimates. The bilingual bonus for secretarial-clerical workers, the details of which have gone out to departments this morning, and I presume will hit the newspaper today, will be reflected in departmental estimates from now on as a cost of doing business, because it will be a payroll cost to the department where the employee is working.

Mr. BÉCHARD: Thank you.

(Translation)

Mr. PRUD'HOMME: Mr. Chairman, do you not think that a bonus would be justified in the case of a bilingual public servant, in view of the fact that he can answer in either of the two languages, and because he can work in either of the two languages? In view of the fact that very often he accomplishes the work of two people?

Mr. CARSON: Would you please repeat, Sir?

(English)

Mr. PRUD'HOMME: Do you believe there is justification for a bilingual bonus since those who are bilingual can either deal in both languages or answer in both languages or receive messages in both languages?

Mr. CARSON: I do not question this at all, given the context in which we are working, yes.

Mr. PRUD'HOMME: Given the context.

Mr. CARSON: And given the fact that we are agreed there should be a bilingual public service, then this becomes an additional skill, an additional asset and there is no question in my mind or that of my colleagues that it is a skill that should be compensated. At some future timewhen we have achieved a fully bilingual work force the need to have special compensation will reduce, but at this stage of history, where our need to recruit people with these kinds of skills is so very great and the possibility of our being able to train enough people in a short enough time is so doubtful, I think this is a very important and a very practical step to be taken. We must somehow or other make the learning of the two languages and the using of the two languages sufficiently important to people, and if you are going to do that you have to compensate for it as a recognition of the fact that this is an additional asset that we have to have. Mr. Chairman, there is no question in my mind about this.

(Translation)

Mr. PRUD'HOMME: In order to make it possible to get the Canadian people better used to this idea of a bonus would it not be possible to quote examples from other countries where this idea of a bonus for a second language is widely accepted? I have reference here, for instance, to what is at present the case with our armed forces in France. The pay cheque mentions a whole series of bonuses, one for social security benefits for instance, and then, further down the list, one for "second language". Since we are in France here the reference is probably to French and English just as it would be German and English in Germany. In

order to clear the air a little bit about that matter, in regard to people who seem to think that this is a novel idea, would it be possible for the Civil Service Commission, when in future it will be providing for this—in fact you have said that this is being done now—to quote examples so as to give a better idea of the ways and the wherefores of the bonus?

(English)

Mr. CARSON: Mr. Chairman, I think this is a very good idea and a very worthwhile suggestion. We are going to have to do a selling job and an explaining job right across the country, and the fact that it is not unique or novel should be of considerable assistance to us. I must say when I visit our offices in Edmonton, Calgary, Regina, Saskatoon, Vancouver and Victoria and talk about our efforts to bilingualize the service, and the fact we are going to be paying a special bonus, I sometimes get very blank stares but it is an educational job that we are committed to undertake and I think we are going to make real progress. If you will permit me to give you this rather homely illustration. In order to facilitate our university recruiting, last summer we brought 150 summer interns to Ottawa. These were students specially selected by the universities in their second or last year before graduation. The number that we brought from Laval and the University of Montreal was deliberately higher, because that is where we have the largest block to overcome. We brought them from all universities, Memorial University in Newfoundland, the University of British Columbia, and so on. We brought these 150 students together and they were assigned to work in a wide variety of departments, but the majority of them were brought together for social occasions and also for weekly seminars. We said to them, "We want you to speak in your own language. This will be a real barrier to many of you at the outset—there will be no interpreters—but try it". It was thrilling, Mr. Chairman. By the end of the summer we have students from British Columbia and from the University of Montreal communicating in seminars with each other, talking in their own language, and understanding what the other one was saying; not perfectly, of course; but this has meant that the students who have gone back to the English-speaking universities know that we are serious, and they will be applying themselves to mastering the second language with much more assiduity. I think we are going to be making real progress. However, it is a job of continually convincing people that you are serious.

Mr. PRUD'HOMME: Would you say that the best kind of bilingualism would be a new type of bilingualism, and having you speak English to me and my replying to you in French, with both of us being able to understand; or your writing to me in English and my writing to you in French, and both of us understanding that, as well? That would perhaps be easier for people who say that they cannot master the "talk" kind of bilingualism.

Mr. CARSON: This is our objective, Mr. Chairman, and personally I think it is a very practical one. I do not think we can ever hope to make people fluent linguists, but to bring them up to the point where they can understand what is being said is our most important and immediate objective.



Mr. PRUD'HOMME: Have you been successful, and what, approximate would be the percentage of your success, with summer students coming here, I think this is very worthwhile. We had a lot of students here last summer and summer before. Are they coming here only for one summer because it is very nice experience, and then do they disappear? What is your percentage of success so far among those who come here for summer visits, working in different departments? How many later apply to stay in the civil service?

Mr. CARSON: Mr. Chairman, I do not know that we can answer this precisely because this summer was the first time we have done it on a big scale. However, I am convinced that the number of university students who have applied to come permanently with us, or at least to take our examinations and go through our panel this fall—the number who registered interest this fall was 50 per cent higher than it was the year before—is some indication that the 150 that we have here this summer have gone back, and, during the months of September and October, have been out as missionaries saying, "Ottawa is not so bad a place".

Mr. PRUD'HOMME: It is not so bad after all.

An hon. MEMBER: Not during the summer, anyway.

Mr. CARSON: We had some help from girls from the University of Ottawa and Carleton University, of course, who make life pleasanter.

Mr. BÉCHARD: How many French-Canadian top officials do you have in the Civil Service Commission?

Mr. CARSON: In the commission itself?

Mr. BÉCHARD: Yes.

Mr. CARSON: Mr. Chairman, I would have to hazard a guess. I would say that of our senior officer groups we have about six out of a total of 23, which would be a quarter.

You catch me at a difficult time because one of our most senior ones we have just sent off to service in Paris and London as a Civil Service representative of the United Kingdom and France. He has not yet been replaced by any French speaking officer here.

Mr. PELLETIER: I would like to know—and I request that you pardon my ignorance—what is the mechanism for the determination of criteria for employment, for instance, in terms of schooling? How is it established that this or that job will require this or that amount of schooling?

Mr. CARSON: This is a very pertinent question, Mr. Chairman, and one which we keep under review at all times.

On the eve of delegating more selection authority to departments we are reviewing all of our selection standards to make sure that they are the most current and valid in terms of occupational requirements.

Mr. Blackburn might well want to give you a description of the process that we are going through in trying to review these.

Mr. G. A. BLACKBURN (*Director General, Staffing Branch*): Mr. Chairman, in the first instance, in the setting up of classification standards, Mr. Anderson



people make a detailed study of particular occupational areas, level by level. His study attempts to point out what is the minimum educational requirement for each level of each of the occupational areas. This is generally related to the public school and university world systems. However, the systems are not standardized across Canada, and in order to make comparisons of students, from one province to another, or one educational system to another, we have a test development section which devotes almost all of its energy to building up measures of knowledge proficiency by means of standardized tests, commonly referred to as mental ability tests. It is a very difficult process, but it is really on the basis of these tests that one decides whether or not a particular candidate has reached the minimum educational requirement required by a particular occupation.

However, when we go out to recruit, if the minimum educational level, for example, is specified as primary school graduation, but the intelligence available to us indicates that there are on the market so many people available for this sort of work, with higher degrees of education, then there is not a great deal of point in examining the whole market in order to identify the best qualified. To this end we may have to draw barriers which would limit the number of people we have to interview personally. We do this by setting a higher barrier in the application of these selection instruments. It is part, if you like, of a screening process.

Now, I am not sure, Mr. Chairman, that I have answered Mr. Pelletier's question.

Mr. PELLETIER: I might put supplementary questions to you to help you to go just that.

For instance, if you have a job description that requires, let us say, grade 12, and people with that grade apply for the job and go through the tests, do you have a general rule of giving special advantage to candidates who have more than the specified minimum, or would you ignore that in the selection afterwards?

I do not know if I am making myself clear. Let us say that, for a particular job in the meteorological service, you have established that all candidates must have reached grade 12, and suppose you have a number of candidates who are almost equivalent. Would a higher grade play any role or would you stick to the educational requirement that you have made and rely upon other criteria to make the choice between two candidates who would otherwise be equal?

Mr. BLACKBURN: The answer, Mr. Chairman, is that it depends upon the response. For example, suppose we had 500 positions and we advertised and got 1,000 applications. We would have to reduce, by a series of tests, the number of candidates until we brought it down, let us say, to 1,000. We would then arrange these 1,000 applicants in order of merit by more detailed examination of their individual qualifications and relative merits, and it is only in that circumstance that the extra education of the student would count. Those who were in the lower end of the educational bracket would be screened out at an earlier stage. If, however, the market was tight, we would not screen people out on the basis of education at all. If we had 500 positions and got only 1,000 applications all

those who met the minimum educational requirements would then be put through the next stage of the selection process, which would probably be a trade test, vocational test, or a mental ability test of some sort.

Mr. PELLETIER: Is there a minimum requirement which is applied as a rule to the whole of civil services? Is there a rule, or an understanding, that you take no one lower than grade 8, for instance?

Mr. BLACKBURN: No, sir.

Mr. PELLETIER: Or eight years of study? Is there no such rule?

Mr. BLACKBURN: There is no such broad rule.

Mr. PELLETIER: Then I have another question. I have had knowledge of applications in very menial jobs, such as cleaning the buildings for instance of sweepers in a public building, which require grade 8, if I am not mistaken. I thought that I had reached the rock bottom of your requirements there, because I cannot see what two more school years would add to the competence of someone who is hired to sweep floors.

Mr. BLACKBURN: The only explanation I can offer—and I am not familiar with the particular case—is that if, even in that sort of job, there is a requirement for the individual to read and interpret instructions and to follow, in some degree, technical instructions, then such an educational requirement might have been specified. But whether or not there is a minimum for classification purposes I do not know.

Mr. A. R. K. ANDERSON (*Director, Bureau of Classification Revision*): Mr. Chairman, the Bureau of Classification Revision has not yet tackled the development of standards in the operational category, or more precisely, we have only begun to tackle it.

I would not anticipate that there will be an educational requirement for classification purposes of a particular degree of education; but rather such general requirements as the ability to follow simple written instructions and this sort of thing, which would not be stated in terms of a number of years of education.

Mr. CARSON: Mr. Chairman, I wonder if I could make a comment on Mr. Pelletier's question? The commission is constantly torn between our statutory responsibility, which is to find the most meritorious people—the ablest people in our society—to fill the positions, and the sort of implied legend that employment in the public service should be open to every citizen of the country. We try to meet both of these, but sometimes you get on to a see saw.

We advertise as widely and as broadly across the country as we possibly can, and we try to make known our requirements to every citizen, as far as it is practical to do so. Our statute, however, lays on us, as our first responsibility, that we are to hire the ablest. Therefore, if you are in a labour market in which it is fairly easy to hire, there is a strong temptation to the departmental management that we are serving—in this case, public works, I presume—to try to set the requirement—as high as they can so that they get the best that there is of the labour pool. In other communities, where the labour market is tight, you find

at the standard is being lowered. This is a matter of judgment. The objective is always to get the best people that you can for the money that you are able to pay. I am not sure really that any other philosophy would be workable in the long run.

The CHAIRMAN: Are there any further questions of Mr. Carson?

(Translation)

Mr. BÉCHARD: Mr. Carson, in any offer of employment you make you invariably have a requirement of three, four or five years at least on the part of the candidate, at least in the particular field involved. If private industry has the same requirements, where do you think those people who want to get into the public service will be able to go? If there is this invariable requirement for three, five or six years where do you think people will be able to acquire the necessary experience, whether it be in the public service or elsewhere? Is this absolutely necessary in all instances? Would you occasionally accept a student out of university? He will never be able to get anywhere if everybody keeps asking for five years experience, or three, or whatever it is.

Mr. CARSON: Mr. Chairman, the bulk hiring is at the entry grades where we do not require experience. I am well aware of the fact that the average citizen, seeing our posters which go into the newspapers, is observing a small percentage of our advertising that does call for experience. This is because we have neither the time nor the opportunity to train within the service. I would, however, hazard a guess that over two-thirds of our hiring is of people for entry jobs where we are going to do the training and where they require no experience. The group, for example, which is somewhat in the public eye right now, the letter carriers and the postal workers, come to us without any experience requirement. For our clerical and typists jobs we hire right out of the typing schools and the secretarial schools. We are by far the largest employer of university graduates in Canada, hiring right out of the universities. But this kind of employment the average citizen would not be aware of, because we go directly to the source and do our recruiting at the schools, at the universities and, to some extent, through the National Employment Service, the new Canadian Manpower Service. But the advertisements which you see are where we are not able to train enough people in a short enough time to meet our requirements.

We feel that we probably bear a heavier burden of staff-training than the private employer does. In the data processing field, for example, which is a fairly new one, we are constantly being raided by all of the major employers, or new ones, of computers because we have done the bulk of the training of data processing people, and our salaries do not move as flexibly as the more competitive private employer's. I do not know how many times you pick up the Ottawa papers and see ads from companies, based in Toronto and Montreal, who are coming to Ottawa to steal from us deliberately. There is no other employer who would justify their running these advertisements. We know that they are directed exclusively at our staff.

I think, Mr. Chairman, I would like to satisfy the Committee members that we are bearing the lion's share of training our own people, and the great bulk of our employment is at the entry grades, where experience is not called for.



Mr. PELLETIER: There is another aspect. I know of the case of a man—and am not sure if he is under your commission, so make it clear if he is not; I could not discover that for myself—who is a skilled labourer and who works for a federal department. About a year ago the time for his retirement had come; he had reached retirement age. He asked that he be given an extension beyond his retirement age. This was granted on the condition that any work which he did beyond his date of retirement would be done at the rate of an apprentice. He has been doing this for a year now.

The reason given in some correspondence with the department was that this was the only way to keep him in the department without blocking promotion for younger employees who were in the same line. The complaint was that even when there is no one behind him, he still is employed as an apprentice although doing the work of a skilled employee.

I was just wondering whether it was due to collective agreements, or agreements of any kind, with the employees that this sort of arrangement would take place?

Mr. CARSON: Mr. Chairman, I think I can be quite certain that this position and this employee are not covered by the present Civil Service Act.

The new bill to which Parliament has given second reading, and which you will shortly have before you, I hope—the new Public Service Employment Act—brings the prevailing rate employees, as they are called, under the act and then a different regime will apply to them than now applies. The present prevailing rate employees, which covers the great bulk of the labouring and trades positions in the service—roughly 40,000 of them—were excluded from the Civil Service Act in years gone by and will only be brought into the merit system with the passage of the new legislation.

This situation which you describe could not occur in the case of an employee under the Civil Service Act, because the Act spells out that an employee must be paid for the rate of the position which he holds, and to demote him, in effect, as you have described, would be a very unfair arrangement.

I can understand how this sort of situation which you have described can occur, because the prevailing rate employees do tend to be represented, although there is no legal collective bargaining as yet, by the traditional A.F. of L. trades or building trades, and in those situations the department is sometimes under pressure from the craft union to enter into arrangements like this, to make sure that apprentices are able to move up to the journeyman category, rather than blocking a journeyman's position on the establishment.

I must say it does not sound very fair as far as the individual is concerned because if he is performing as a journeyman he should be drawing a journeyman's rate.

Mr. PELLETIER: What is the general attitude towards retirement in the civil service. Is it an iron rule and does it apply automatically?

Mr. CARSON: No, it does not, Mr. Chairman. The Public Service Superannuation Act does permit an employee to retire after 35 years of service whether he has reached 65 or not. I cannot give you the number of extensions that are granted each year past the age of 65, but certainly there are a fair number of



tem. I think this is always made on the basis of will extending this individual build up the promotion or advancement of some one else? If it will, then I think it is probably discouraged. In the last few years, of course, we have been in such a tight labour market that many departments have preferred—have encouraged—people to stay on after age 65 because they knew it would be extremely difficult to replace the skills which they have.

Mr. PELLETIER: Whose decision is that in the present set up?

Mr. CARSON: This is the deputy head's decision, to age 70.

Mr. FAIRWEATHER: Mr. Chairman, the words "prevailing rates" of course, ring a bell with me, being a regional person—I hope not in outlook, but in fact. When the prevailing rate people come within the public service will there be, generally speaking, equality of pay?

Mr. CARSON: Mr. Chairman, I really cannot prejudge this. It is going to be one of the major problems facing the employees and the government in collective bargaining, because we do have civil servants, who are on a national rate, performing the same work, sometimes, I am sorry to say, Mr. Fairweather, alongside the prevailing rate employees who are paid on regional rates, and in your part of the country this must seem like nonsense, because the national rate will tend to be higher than the regional rate. In other parts of the country it works the other way, that the regional rate is higher than the national rate. I would think this is going to be one of the really very difficult problems both for the staff associations and for the employer to settle under collective bargaining, because there are arguments on both sides of the coin. Your professionals, or your heads, or your directors and that type of person, are all on national rates. The whole civil service is on national rates with the exception of nurses.

Mr. FAIRWEATHER: The other night, on public service, when we were meeting, we heard people who said that industry in the maritimes would not like it. I have come to the view now, reluctantly, that it is time that industry in the maritimes made this contribution to the economic development. There are many other aids and other techniques that the government can use rather than keeping the salaries low, and other governments are using them.

Mr. CARSON: There is no question, from the point of view of the administrative, professional and technical staff, that national rates are the only workable formula, because we do not depend on the mobility and capacity to transfer people for experience purposes, and if you get into a regional rate problem that interferes with the inability and transferability of people.

When you get down at the trades level, where there is very little mobility of the work force, then, of course, from a managerial point of view, the argument is not quite so strong. It becomes really a philosophic and public policy decision; and I will be most interested—because the commission will be sitting on the sidelines after collective bargaining begins—I will be most interested to see what the parties decide.

Mr. FAIRWEATHER: I suppose this is not the time for a discussion, but take, for example, the justices of the various supreme courts. It is quite a small area, I admit, but the workload even in that category is not comparable at all.

Mr. CARSON: So I believe.

Mr. FAIRWEATHER: Yet it is national policy.

The CHAIRMAN: Mr. Carson, I am interested in the junior executive office program. I did not see anything directly referring to it in your report. I do not think that was specifically referred to in any comments today. It is not really an internship, as you speak of in the report. Could you explain what it is, and give us any assessment of the program?

Mr. CARSON: I will make a few general comments, Mr. Chairman, and I will then ask Mr. Blackburn to continue, if that is agreeable?

The junior executive officer and the junior foreign officer are our two major entry points for young university graduates other than in the engineering and science fields. We do bring university graduates directly into engineering positions and scientific positions, but they come into professional careers.

The junior executive officers are the group which we bring in as trainees to work in the administrative stream of the government service, and during the first year or so the commission takes some continuing interest in, and responsibility for, them. They are assigned to work in departments, but we try to keep a close eye on them to make sure that they are given a variety of experiences and rotations and are given some basic training in public administration. After they have sort of served their apprenticeship, they then move in, of course, into administrative positions and work their way up in the department to which they have been assigned. But this designation, junior executive officer, is one that we have used in the past for recruiting purposes to bring in really administrative apprentices. We are changing the name to administrative trainees in the classification revision program and my understanding—correct me if I am wrong, Mr. Ross,—is that this assumes they will be two years in this category, or in this group, before they move into what we call a classified position.

Perhaps Mr. Blackburn would like to elaborate on some of this.

The CHAIRMAN: Mr. Carson, I think for the moment my question is sufficiently answered, and since we have a quorum in the Committee at present, I wonder if we might deal with a number of matters which should be dealt with by the Committee.

Mr. CARSON: Are you through with us, Mr. Chairman?

The CHAIRMAN: Perhaps we would have an indication of whether there are any further questions from any member of the Committee, or whether or not Mr. Carson and his officials could be excused.

An hon. MEMBER: I want to thank you on behalf of the Committee.

Mr. CARSON: Thank you very much.

The CHAIRMAN: May I add my personal thanks to all you gentlemen.

Mr. CARSON: Mr. Chairman, we are very grateful for the interest which you and your colleagues have shown.

The CHAIRMAN: Thank you. Gentlemen, I have received a letter from Mr. Ron Basford, M.P., which I would like to read to you:

It is with regret that I must inform you that circumstances make it necessary for me to resign as Vice-Chairman of the Broadcasting Committee. The demands of my position as Co-Chairman of the Special Joint Committee on Consumer Credit Prices are such that it would not be possible for me to do justice to both these positions concurrently. I wish, however, to remain a member of the Broadcasting Committee.

Is it your wish that this resignation be accepted?

Some hon. Members: Agreed.

The CHAIRMAN: Agreed, with regret.

Nominations should now be opened for the election of a new Vice-Chairman.

Mr. BÉCHARD: Mr. Chairman, I propose that Mr. Berger be elected Vice-Chairman of the Committee.

An hon. MEMBER: I second the motion.

The CHAIRMAN: Is that agreed?

Agreed.

The CHAIRMAN: May I congratulate Mr. Berger on his elevation to high office. I look forward to my association with him on this Committee.

Mr. BERGER: May I thank you all, and assure you that I will do my best.

The CHAIRMAN: Long-winded, as you may be!

The steering committee met yesterday. Up until today the steering committee was composed of Mr. Fairweather, Mr. Prittie, Mr. Basford and myself. Mr. Basford will be replaced on that steering committee by Mr. Berger.

The steering committee has a report which I might read to you.

The eleventh report of the subcommittee on agenda and procedure.

Your subcommittee recommends that (1) your Committee consider the estimates of the CBC on November 15 and November 22,

the next two Tuesdays

and the estimates of the BBG on December 1.

An hon. MEMBER: On the Thursday, Mr. Chairman, we may have difficulty in obtaining a quorum. There are certain obstacles to Mr. Fairweather and me playing our part.

The CHAIRMAN: Yes; I am sorry. We had not considered the position of the Conservative members next week.

Mr. FAIRWEATHER: We tried to do the same when you were in that position.

An hon. MEMBER: No; I said Thursday.

The CHAIRMAN: I think Mr. Prittie preferred Tuesday.

Mr. FAIRWEATHER: We will treat him well.



The CHAIRMAN: I am sure he would not have any serious objection if the CBC officials can be here on the 17th rather than the 15th. That would be preferable.

Mr. FAIRWEATHER: It would be very awkward, as we saw this morning gentlemen, to bring a group of senior people. This is an example of what was going on the other day in the argument in the House.

The CHAIRMAN: Would you like to amend it and make it the 17th instead of the 15th?

Mr. FAIRWEATHER: I would prefer that.

The CHAIRMAN: And leave the 22nd intact?

Mr. FAIRWEATHER: Thank you very much.

Mr. PRUD'HOMME: I second that.

The CHAIRMAN: And the BBG on December 1st; is that satisfactory?

Subject to the officials being able to come on those dates, that aspect of the report is agreed on?

Mr. McCLEAVE: We are going to have two more committees set up next week, Mr. Chairman, which will make life even more than it is now.

The CHAIRMAN: The second part of the sub-committee's recommendation is that

Your committee requests permission from the House to meet in Montreal on December 5 and 6, or such other dates as circumstances may require for the purpose of visiting the headquarters of the National Film Board and examining the officials of that Board, and also to visit the Montreal Production Centre of the Canadian Broadcasting Corporation, and that the Clerk of the Committee and supporting staff accompany the committee to Montreal.

Mr. ASSELIN (*Charlevoix*): During two days?

The CHAIRMAN: Yes; the suggestion was that we spend December 5 at the National Film Board and actually consider the estimates of the National Film Board while there; that we stay there overnight and devote December 6 to visiting CBC quarters in Montreal, which would give us a bit of background for the discussions that we will have on the white paper.

I expect that the committee would also want to visit the Toronto production centre at some point; but when we are in Montreal to visit the National Film Board it was thought that we might take the opportunity to see the Montreal production centre of the CBC.

Mr. FAIRWEATHER: Perhaps our colleagues from Quebec will assure us of an evening meal.

Mr. PRUD'HOMME: We could do that among ourselves.

The CHAIRMAN: Before asking for any concurrence in this report I think we should assure ourselves that we are going to have a quorum at the meeting in Montreal. Actually the only time we would require a quorum would be on the



th. Could we have from those who are present an indication of who will be going to Montreal for December 5 and 6?

Mr. HYMMEN: I do not know when I will be back from Jasper.

The CHAIRMAN: Your committee is supposed to be back.

Mr. HYMMEN: We are leaving Thursday and I think we will be back Sunday, as far as I know.

The CHAIRMAN: There seems to be a unanimous indication from those present that they will attend. We should be confident of having a quorum, then.

An hon. MEMBER: If the House is still sitting?

The CHAIRMAN: If Parliament has not been dissolved by then.

An hon. MEMBER: Will we be studying the White Paper before the end of the year?

The CHAIRMAN: Our present problem is that the White Paper has not yet been referred to the committee. We do have the estimates of the BBG to hold on so long as we need to preserve a frame of reference.

Mr. PELLETIER: On that subject, Mr. Chairman, do I understand that we have now dealt with all the other estimates besides the CBC, BBG and the NFB?

The CHAIRMAN: We are about to deal with some estimates as soon as we have completed this motion of concurrence in the sub-committee's report. Although we have heard witnesses, we have not dealt with the estimates, on the National Museum, or the Civil Service Commission. I will ask you for a motion on those items shortly. Having done that, we will then just have the National Film Board, the CBC and the BBG.

Mr. PELLETIER: What is the last one you mentioned?

The CHAIRMAN: The National Museum and the Civil Service Commission, which I will ask you to deal with this morning.

Mr. PELLETIER: Is it the view of the Steering Committee that we can, without duplicating our work, eventually go into the CBC estimates and the BBG estimates before having the White Paper referred to us?

The CHAIRMAN: It was the view of the Steering Committee that we could discipline ourselves sufficiently that we could deal with the estimates of the CBC at least, and start into the BBG, and by that time we might have the White Paper before us. So long as we keep the BBG estimates before us we have as much scope, really, as if we had the White Paper. It would be a shame simply to mark time waiting for an atmosphere in the House to permit the White Paper to be referred to us.

May we have a motion for concurrence in the Eleventh Report of the Subcommittee on Agenda and Procedure?

Mr. BÉCHARD: I so move.

Mr. ASSELIN (*Charlevoix*): I second the motion.

Motion agreed to.

The CHAIRMAN: At the last meeting we heard evidence from the officials of the National Museum of Canada and it was agreed they would not have to return today. May we then deal with item 15 of the estimates of the Secretary of State department, relating to the National Museum of Canada. Item agreed to.

The CHAIRMAN: I will now call Item 1 of the Civil Service Commission.

#### CIVIL SERVICE COMMISSION

1. Salaries and Contingencies of the Commission including compensation in accordance with the Incentive Award Plan of the Public Service of Canada, \$8,087,900

Item agreed to

The CHAIRMAN: Gentlemen, I believe that is all the business for today. If there is no further business this meeting stands adjourned.









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OF  
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LÉON-J. RAYMOND,  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. ROBERT STANBURY

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 27

THURSDAY, NOVEMBER 17, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESSES:

*From the Canadian Broadcasting Corporation:* Messrs. J. A. Ouimet,  
President; J. P. Gilmore, Vice-President, Planning; and V. F. Davies,  
Vice-President, Finance.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1966

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

Chairman: Mr. Robert Stanbury

Vice-Chairman: Mr. Jean Berger

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Johnston,	<sup>3</sup> Mr. Peters,
Mr. Basford,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Prittie,
Mr. Béchard,	Mr. Mackasey,	Mr. Prud'homme,
Mr. Brand,	Mr. Macquarrie,	Mr. Richard,
<sup>2</sup> Mr. Clermont,	Mr. McCleave,	Mr. Sherman,
Mr. Cowan,	Mr. Munro,	<sup>1</sup> Mr. Simard,
Mr. Fairweather,	Mr. Nugent,	Mr. Stafford—(25).
Mr. Hymmen,	Mr. Pelletier,	

M. Slack,  
Clerk of the Committee.

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<sup>1</sup> Replaced Mr. Laprise on Tuesday, November 15, 1966.

<sup>2</sup> Replaced Mr. Trudeau on Tuesday, November 15, 1966.

<sup>3</sup> Replaced Mr. Mather on Wednesday, November 16, 1966.



## ORDERS OF REFERENCE

TUESDAY, November 15, 1966.

*Ordered*,—That the names of Messrs. Simard and Clermont be substituted for those of Messrs. Laprise and Trudeau on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

WEDNESDAY, November 16, 1966.

*Ordered*,—That the name of Mr. Peters be substituted for that of Mr. [father] on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

Attest.

LÉON-J. RAYMOND,

*The Clerk of the House of Commons.*



## MINUTES OF PROCEEDINGS

THURSDAY, November 17, 1966.

(45)

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.45 a.m. The Vice-Chairman, Mr. Jean Berger, presided.

*Members present:* Messrs. Béchar, Berger, Clermont, Cowan, Fairweather, Gymben, MacDonald (*Prince*), McCleave, Peters, Richard, Simard—(11).

*In attendance:* *From the Canadian Broadcasting Corporation:* Messrs. J. A. Ouimet, President; V. F. Davies, Vice-President, Finance; J. P. Gilmore, Vice-President, Planning; Guy Coderre, Vice-President, Administration.

On motion of Mr. Fairweather seconded by Mr. Béchar, the Committee agreed to reduce its printing from 2,000 copies in English and 1,000 copies in French of its Minutes of Proceedings and Evidence to 1,000 copies in English and 500 copies in French relating to the CBC.

The Committee proceeded to the consideration of the Estimates for the Canadian Broadcasting Corporation and the Chairman called Item 1, Grant in respect of the net operating amount required to discharge the responsibilities of the national broadcasting service.

Mr. Ouimet, after introducing his officials, made a statement and was examined thereon, assisted by Messrs. Gilmore and Davies.

The examination of the witnesses still continuing, at 11.00 a.m., the Committee adjourned to Tuesday, November 22, 1966 at 9.30. a.m.

M. Slack,  
*Clerk of the Committee.*





## EVIDENCE

(Recorded by Electronic Apparatus)

THURSDAY, November 17, 1966.

The VICE-CHAIRMAN: Order, please. I see we have a quorum. Our time is limited this morning; we have to leave this room by 11 o'clock. Before we proceed may I say that each member of the Committee was sent a questionnaire regarding the trip early in December to Montreal. I ask that you complete the form, sign it, and send it as soon as possible to our Clerk, Mr. Slack, so that we can plan for this coming trip.

On April 21, the Committee agreed to print 2,000 copies in English and 1,000 copies in French of its minutes of proceedings relating to the Canadian Broadcasting Corporation. I am informed from the distribution office that there was a considerable surplus of copies. Should we revise those figures and cause to be printed 1,000 copies in English and 500 copies in French? If so, can we have a motion to that effect now?

Mr. FAIRWEATHER: I so move.

Mr. BÉCHARD: I second the motion.

Motion agreed to.

The VICE-CHAIRMAN: Gentlemen, this morning we commence consideration of the estimates of the Canadian Broadcasting Corporation. I will call Item 1 of the CBC Estimates and ask the President of the CBC, Mr. Alphonse Ouimet, who is our guest this morning, to introduce his officials and then perhaps make a brief opening statement.

### CANADIAN BROADCASTING CORPORATION

1. Grant in respect of the net operating amount required to discharge the responsibilities of the national broadcasting service, \$110,643,000.

(Translation)

Mr. OUMET: Mr. Chairman, I would like to introduce my colleagues, Mr. Gilmore, who is the Vice President of Planning and Operations, Mr. Davies, who is our Vice President of Finance, and Mr. Coderre, who is Vice President of Administration.

Mr. Chairman, since I did not quite know which specific aspect of CBC activity the Committee wished to study first of all, I have no specific statement to deliver this morning. However, I hope you will enable me to do so later on if I think it desirable. This morning, I would like to make a few remarks before I answer your questions.

(English)

Mr. Chairman, the first point I would like to touch on before attempting to answer your questions is with regard to my personal plans. As you know,

I personally advised the Prime Minister some months ago and he announced publicly six weeks ago that for personal and professional reasons I will not be available to carry on as head of the Corporation after the new broadcasting legislation in whatever form it may take comes into effect.

At the time it was expected that the new act would be passed by parliament by the end of this year or by early 1967, and obviously I would not have announced my intentions publicly so far ahead of time had I known what we all realize now that the new act probably will not be in effect for several months. Your Chairman recently stated in Toronto that it would be late in 1967, or possibly not before early 1968. However, you certainly are better judges of this than me.

So that this question as to the leadership of the Corporation at this time may not introduce any element of doubt or be the source of further speculation in the proceedings of the Committee. I feel I should let you know at this first meeting that I have no intention of abandoning my post before the new legislation comes into effect. Neither will I allow, as I have already told the Prime Minister, enticing, even if delayed, prospects of less exacting pursuits to distract me in any way from the continuing obligation of my position at a crucial time for the Corporation. There will be no change in my approach to my responsibilities, and no slacking down until my successor or successors are appointed under new legislation. However, please hurry, gentlemen; after 32 years of married life I would very much hate to have my wife divorce me because of some delay in parliamentary proceedings.

*(Translation)*

Mr. Chairman, I do not know how much longer you will spend with the CBC, either on its budget, its activities at large or the White Paper. But I am quite aware that it is quite probable that the committee of 1966-67 on Broadcasting, Films and the Arts is the last one I will be called upon to appear before I stop being a Public Servant. I will not say that this breaks my heart. You would not believe me if I said so, because there are many other easier ways to end one's life or to occupy one's leisure than to sit here and be on the Parliamentary hot seat. But I would not be completely frank with you if I did not say right away that this is something of a slight disappointment to me, and this worries me somehow. I shall be more explicit later on about this. The CBC was always proud of being directly responsible to Parliament rather than to the government of the day or any other higher authority. Every time I attended a parliamentary committee, I was quite aware that this was a meeting with the CBC's boss, or at least the boss' delegate, and this was one of the few opportunities to have with one's boss an open and constructive discussion, for both sides. The minutes of proceedings of 1959, 1961 and even 1966, which are the last ones we attended, make me aware of the fact that we have not found the magic formula which would make these meetings as productive as we can expect them to be. Too often I had the feeling that your predecessors reached the end of their proceedings convinced that they had not managed to get through the CBC's armour. On the other hand, the CBC felt just as frustrated because it could not discuss the essential problems which made the performance of its work quite difficult. I mention a concern of mine now: a concern that I shall not be able to

ive you, before I leave, a general outlook of all the activities of the CBC, its spirations, its problems, to enable you to really have a good idea of how nportant its work is, and the value and quality of its work. I had the same oncern when I appeared before the committee in 1961, and I would like to read few excerpts of what I said then. You will be surprised how similar the situation was in 1961 to what it is now. This is what I said. It is not very long. I ill read just an extract, for I appeared for twenty-two days. Of course I will ot read the whole thing.

(English)

Since the advent of television the Corporation, at any time, has been he most talked about, written about, editorialized on—for-and-against, raised and damned, of all Canadian institutions other than the government, egardless of party. The press gives us a lot of attention at any time, and I am old that at parliamentary committee time, when the newspapers can blend into me their predilection for the CBC and their natural proclivity for the political, hen our newspaper lineage—I should say, probably, mileage—soars to extraor- linary levels. Whatever the standards of normalcy may be in other fields, those vich may imply quite contentment do not apply to broadcasting, particularly to elevision broadcasting.

Elements of change, controversy and challenge are intrinsic to the system, and these can be built up almost every day by the powerful magnifying effects of elevision into a first-class controversy. This is inherent to the nature of the edium and to the nature and the role of the Corporation. Also inherent to the nature of the Corporation, as it is to all other human institutions, its fallibility. However, the one big difference between the Corporation and any other Canadian institution is that we have no closets in which to hide our skeletons. We live in a huge glass house with—I said at the time—3.5 million windows, but actually it is nearer to 5 million today, one in practically every home in Canada; and there we are every minute of the day with all our qualities and all our imperfections for everyone to see. As I have already said, there are times when we would like to be a little less conspicuous. On the other hand, to the objective observer the good things we do should be as apparent as our shortcomings. This is why I suggest that any assessment of the Corporation should be made in the light of our achievements and not on the basis of the amount of controversy that the Corporation may give rise to from time to time. As we say in our main submission, the staff of the Corporation day in and day out, year in and year out, compile an enviable record of public service, and I would say the same thing exactly today. Every now and then there is a great temptation to overlook this service in the light of some unsuccessful program experiment and occasional lapse, or the unavoidable reaction to the broadcasts of controversial ideas, all of which seem to gain a disproportionate amount of attention. Yet, I sincerely believe that the CBC's solid core of program service by which its worth to Canada should be measured has been gained only by its willingness to experiment, by its continued dissatisfaction with anything second-rate, and by its conviction that ideas are worth exploring.

This is the end of what I will quote from the 1961 testimony. But I would like to note in passing, as I am sure you have noted yourselves, that the very



same management which, in 1966, had to defend itself against charges of being timid and reactionary felt compelled, in 1961, to defend the Corporation's boldness and experimental approach to programming.

Be this as it may, I can assure you that my colleagues and I are most anxious to co-operate with this Committee in every possible way. I do hope you will find time to compare the over-all quality of our program services and our operating efficiency with those of other major broadcasting organizations in other countries. If you find it possible to do this I feel confident that in spite of the many improvements we still have to bring about, in spite of some rather silly internal controversy, you will find that the CBC ranks amongst the most progressive and the most efficient broadcasting organizations in the world—I would add, perhaps the best over-all in relation to the resources at its disposal and the particular challenges it has to make. If I can give you a glimpse of that broad picture before I leave in some months from now I would be very happy to.

(Translation)

The VICE CHAIRMAN: Thank you very much, Mr. President, for what you have just said. We shall now proceed with Item No. 1 of the 1966-1967 Estimates of the CBC.

Mr. FAIRWEATHER: First of all, I would like to thank the president for a very evocative statement of the role and the responsibilities of the Corporation. I think it is good to be reminded of the testimony that came before.

I am wondering about the prospects for television coverage in rural Manitoba and Saskatchewan. This has been the subject of a good many questions in parliament, and two of our colleagues who are not able to be here today are very interested in the subject.

Mr. OUMET: I believe that certain members of the Committee are familiar with the plans of the Corporation for coverage generally and how we proceed. Actually, our engineers and our planning group have projects I imagine for every community in Canada which is not served or not served adequately at the moment. On the other hand, we proceed in accordance with a certain formula of cost per capita, and we try to do a number of these projects in accordance with this formula each year. Since you are talking about something specific in the case of Saskatchewan and Manitoba, which I think you mentioned, I am not sure that I have all the figures in my mind. I would like the permission of the Chairman to ask Mr. Gilmore, who is our vice president of planning, to give you further details.

Mr. J. P. GILMORE (*Vice President, Planning*): Mr. Chairman, taking the two provinces in question, I would like to start by saying that in television we are planning a major project at Saskatoon, from which will be developed satellite stations. We do not, at the moment, have a television station in Saskatchewan at all. As you know, the licences there were not granted to us at the start. Now we are going in, with the BBG policy enunciated about a month ago, and putting the alternate station in Saskatoon, also with studios in Regina. Mind you, this is all assuming approval of estimates to come. This is the start of the development channel there.

In northern Manitoba, I would like to tell you first of all we have an excellent television recording service which supplies our two stations at Flin



Flon and The Pas in north central Manitoba. We had hoped originally to build a station at Baldy Mountain half way up the province and fill in there, but because that satellite was not granted the Corporation—we have a gap there which we hope to fill. Beyond this there are three basic areas which must be covered. I might say, first of all, that at Churchill we program the station mainly. It is a community operated station. We are watching its operation and we are in touch with their management to see that they do not get into too much trouble. But let us take the specific problems one at a time—Thompson, Lynn Lake and a couple of other smaller communities. These areas are going to be covered by what we think is a very exciting new development, Mr. Chairman. It is called euphemistically the Frontier Coverage Package. It is a small, self-contained transmitter which will be programmed either from a network connection, if we can get the network up that far, or from television recordings—a cheaper method of videotape than the standard network distribution method. We are starting experimentally, hopefully in the early spring at two locations, one of which is Lynn Lake, the other Yellowknife. If this works, as we think it will, at Lynn Lake, this is the beginning of a development in northern Manitoba and about 30 other locations which we have pinpointed across the Canadian north. That is what is in the books.

(Translation)

Mr. CLERMONT: I would like to ask a supplementary question. Mr. Gilmore mentioned the West. Do you have problems for some areas in Quebec? I am basing myself on certain questions put in the House and on letters received by myself with regard to a satellite service.

Mr. OUMET: The areas which do not receive adequate service for the time being either in radio or television are widespread all over the country. In Quebec there are many such areas, but there are also some in other provinces.

Mr. CLERMONT: Does the CBC intend to carry out the programme announced by Mr. Gilmore for Saskatchewan and Manitoba?

Mr. OUMET: Yes, exactly. We have exactly the same kind of plans.

(English)

Mr. FAIRWEATHER: I have two more question, which will be regional. What are the plans for the English television station in New Brunswick now that the freeze is off.

Mr. GILMORE: I presume you are referring to the Fredericton Area. Actually, we interpret the new policy announcement of the BBG as permitting us to apply within the next 18 months for a station down there. Now, the big problem, as you probably know, is the channel allocation. We are serving with DOT and BBG on a committee to take the channel allocations down there and redistribute them if at all possible, hopefully bringing in what we call drop-in channels to give a little more coverage possibility before moving to UHF—that is the other band; we are in the VHF band now, of which there are effectively 12 channels. Although there are 13 allocated the number 1 channel is not used because it interferes with amateurs. The 12 channels there are pretty well allocated throughout the region. There is, as you know, about two channels possible. We hope to get a third in and then reshuffle the whole thing. Hopefully, the objec-

tive of this committee is to provide complete alternate viewing throughout that entire area; the CBC as the prime national service and CTV.

Mr. OUMET: Mr. Chairman, may I add something to what Mr. Gilmore has said because I think it is quite important. As you know, television has developed somewhat on an ad hoc basis. The timing of applications for licences in various areas depended on the conditions on the market that they were to serve. We are at the stage where there must be an over-all study of all our channel resources before we go much further, so that we make sure that we do not grant a channel to one particular applicant today which might be vitally necessary tomorrow in order to provide broader coverage and a more efficient pattern of coverage.

Mr. MACDONALD (*Prince*): Could I ask a supplementary at this point on maritime re-allocation of channels. It is my understanding that involved in this re-allocation there is in the minds of the CBC the possibility of acquiring the Charlottetown operation, CFCY not with those call letters and operating a television operation out of that area?

Mr. GILMORE: Mr. MacDonald, the problem there is that of the private operator is an affiliate and a good affiliate of ours and if he gets into the situation where the station is untenable, as he anticipates, we would propose not to let that station go because we would require it for the national coverage. It gives an excellent coverage there.

Mr. MACDONALD (*Prince*): You say you would not let it go. You mean that this would be an origination point, not a satellite transmission?

Mr. GILMORE: No, it would not be a satellite. The plan there—and as you realize it is a small plant—would be to keep it operating pretty much the way it is now, but we would increase by about double the national network service carried, while still keeping a good bit of local identity such as news and public affairs.

Mr. FAIRWEATHER: French language radio and television in eastern and northern New Brunswick have been under criticism publicly and by various agricultural and other groups recently. What are the plans to increase the coverage in that part of my province?

Mr. OUMET: I think we will leave this to Mr. Gilmore; it is more in his field.

Mr. GILMORE: Mr. Chairman, I am not sure I understand the question clearly. I should go back to base and say to you that on the planning format of the corporation we have a complete plan for French and English networks, radio and television, for distribution right across the country and hopefully, distribution by satellite for program sources eventually—sooner than later on that one. In the case of the coverage in the New Brunswick area, we have tentatively allocated channels and we are proceeding on the cost per capita basis. As you know we have one station—

Mr. COWAN: You mentioned cost per capita; it is nice to know that you are even thinking about it. I am talking about the CBC, not you personally.

Mr. GILMORE: We do all our planning on a cost per capita basis, sir.

Mr. COWAN: It is quite interesting to hear that you even think of cost.

Mr. GILMORE: Mr. Fairweather, there is one licence pending in that area and here are about four projects which are not in the licence stage but are in the planning stage. As you know, up at the end of the island and over toward the Madeleine Islands we have a complete service. Cheticamp, Madeleine and one other area. We expect to expand that network service which we are required to get up to the maximum population area by branches off. We have about four areas under study at the present time.

Mr. FAIRWEATHER: The reason I asked the question was that only last week complaints were received from Moncton about the power.

Mr. OUMET: This is very important. Would you comment on that, Mr. Gilmore?

Mr. GILMORE: We are increasing the power of Moncton. We are in the process of doing that to give a much better area of coverage to pick up some thousands of people in the area; then based on the proof of performance we expect to happen, we will plan other satellites from there.

Mr. FAIRWEATHER: When is this going to take place?

Mr. GILMORE: I would say this is a 2 to a 2½ year development project, assuming the estimates go as we hope they will.

Mr. OUMET: Excuse me; it is 2 or 2½ years on the basis of the over-all project, but actually the increase in power at Moncton is already in process.

Mr. MACDONALD (*Prince*): Just a specific supplementary at this point. Will this power increase also affect the broadcasting of the French station to the heavily settled Acadian area of Prince Edward Island, because there has been some real problems there.

Mr. GILMORE: Hopefully yes.

Mr. MACDONALD (*Prince*): I wonder whether the broadcasting pattern perhaps even needed to be altered.

Mr. GILMORE: Let me tell you, Mr. MacDonald, that the curves drawn indicate they will. I believe the curves, when they perform, and then when we see where they fall short because of shadows and what not, we put the satellites in.

Mr. PETERS: This is the radio field, I presume.

Mr. GILMORE: The last one was television.

Mr. FAIRWEATHER: I have one last chauvinistic and personal question. When can we get national news and national commentaries in the maritimes at 11 o'clock at night?

Mr. OUMET: We have had this project on the books now for some years but, as you know, this is an improvement in service and must be listed as such when we appear before the Treasury Board. Usually in the traditional process of paring down estimates—and we are not the only ones affected in this way—it is the improvements that suffer, and we have had to delay this project from year to year. This matter was discussed at our recent board meeting and we decided that no matter what happens, this one must go through, because it is absolutely useless, frankly, to transmit the national news at midnight in the maritimes and to transmit it at 12.30 a.m. in Newfoundland. The whole pattern must be



readjusted. Although this will be a big program improvement, the means to achieve it are technical ones, involving additional microwaves, which is costly. This has been our problem.

Mr. FAIRWEATHER: It seems to me that the extremities of this country need national news almost more than the central parts. They certainly need the commentary because there is no national press. This is why I asked this question.

Mr. OUIMET: Mr. Gilmore could explain this a bit further.

Mr. GILMORE: Mr. Chairman, I think it would be useful just to explore for one minute what is involved. As you know, it is generally acknowledged that in Calgary we operate one of the most outstanding and up-to-date videotape delay centres in the world. This is a videotape delay centre for television and it is pretty easy, as the time zones move that way, to delay the central or eastern time zone material; but as it is a little difficult to anticipate time—we have not found equipment to do that—what we are talking about here is literally producing the English or French network service, whichever is involved, one hour or 1½ hours—and at the moment, we are planning one hour. Newfoundland will still have it one-half hour off. We will produce everything one hour earlier. We have a choice in news, which is the critical thing as you mentioned—and certainly we agree. Do we release live news one hour earlier in the east, or do we release it only to the maritimes, record it and delay it with updating, or do we produce two—and this is really the essence of the problem.

Mr. FAIRWEATHER: Thank you very much.

Mr. MACDONALD (*Prince*): I know I should know this from Mr. Ouimet's report, but I wonder if you could give us the gross receipts or revenue of the CBC compared to the amount of the operating grant for this year and next year.

Mr. OUIMET: The gross receipts are of the order of \$30 million odd, but Mr. Davies can give you the exact figure. I presume you are talking about the gross before payments to the private stations and to other networks because we have to pay a commission. Our net is of the order of \$25 million and our gross about \$35 million.

Mr. MACDONALD (*Prince*): The other day in this Committee, when dealing with the Archives and the National Library, I brought up the subject of retaining in some orderly system a lot of our cultural production that is now coming forth in film, videotape and sound recording tape. The National Library has not really made a move in that direction as yet. I mentioned that it was my understanding, to quote myself, that the CBC-owned archives, particularly with respect to videotape and film, were a bit chaotic. I would like to know from you sir, or others who are with you today, what provisions are now being made to keep in some orderly fashion the hundreds of thousands of footage of film. Certainly this material will be of great benefit to future citizens when they wish to study what our society was doing, saying and thinking in the year through the 1950's, the 1960's and so on?

Mr. OUIMET: At the moment, we do have what I might call an archives system in its preliminary stages of development. I feel very strongly that we should develop it further, but it is something that costs quite a bit of money to



keep going simply because videotape is expensive. Every reel of videotape costs some hundreds of dollars. I think we have many programs that deserve to be kept practically intact—all of the news items—

Mr. COWAN: "Seven Days".

Mr. OUTMET: Some items on "Seven Days", yes, and we are transferring some of those to film and to kine recording, the old method of recording; but even that is fairly expensive and we are not doing as much as we should be doing. This is something which is now being studied as there is a need to do a great deal more.

Mr. MACDONALD (*Prince*): My concern is not whether or not it should be kept. I understand a lot of material is kept but on kind of a helter-skelter basis—opera is almost impossible to locate. Also, it is difficult to ascertain whether the material is there from a production that was produced three or four years ago. In some instances some very important pieces that have been done have simply disappeared. Whether they were thrown out or put in a back room somewhere, I do not know. There seems to be a lack of organization. This is a matter that concerns me. There is no criteria, there is not sufficient staff available to make a good cataloguing service, and this has been a particular problem.

Mr. GILMORE: May I comment on that, sir. I would say that the negative of all of the public affairs or important historical material is available. The negative of commercial drama or this sort of thing is not available. There is a deliberate policy on this. We have kept the negative and one print in kine. We are in process of making a selection from the videotape—and you are perfectly right; there is not enough staff to do this full time. It is quite a comprehensive job to do. As I just mentioned to the President, one of our centennial projects to start next year is the careful analysis of this, and we are giving a little concentration on this with the centennial money in next year's budget.

Mr. MACDONALD (*Prince*): I am glad the centennial came along right now, Mr. Gilmore. I would hate to think we would have to wait to get it from a supplementary source.

Mr. GILMORE: We agree, and we are not the only broadcasting organization in this difficulty. It is just the sheer volume of millions and millions of feet of film.

Mr. PETERS: How do you store this material? What is the physical problem? It seems to me that if you do keep the kine tape you have an immense volume of it. Will we eventually require a building to house this material?

Mr. GILMORE: Hopefully not.

Mr. PETERS: Is there a way of doing it? For instance, we have reduced newspapers to microfilm, and they are easily stored. Is there a possibility of this?

Mr. OUTMET: No. There is no possibility of doing that. We would not need a building but we would still need a large area but I think it is something that is worth while. To date more demanding and more urging problems are requiring our attention, and we have not pushed this as much as we perhaps should have. It is also a question of priority in the allocation of funds. I would agree definitely

that in terms of advantages and obligations to the country we should have a much better organized archives system, even if it costs money and we have to cut somewhere else.

Mr. PETERS: Do we have people who can do this? One would have to be skilled to make a selection that would be representative. I do not suppose there is a need to keep everything.

Mr. OUMET: I do not think this should be a problem. Actually, more pressing matters and the cost of it have been the problems in the past.

Mr. MACDONALD (*Prince*): It has been an increasing concern of mine that the CBC has done some excellent programming in the field of what we might call adult education and public affairs, and there has been a particular emphasis on this in television over the last few years. I have had the opportunity of viewing some of these excellent productions on television—some of them I have not; I have heard about them but I simply was not available to watch the program on a particular evening—but my concern is that once the program has been produced that is it. I would like to think that the CBC is starting to think—and it is likely you have been thinking about this—in terms of utilizing resources such as the National Film Board to make some of these first rank productions available for private viewing, conferences, study groups, even for second showings on private stations or affiliates. It seems altogether too often that a good program is shown once—if it is super special it may get a second showing a year later—and then it is no longer available. We do not know where it is stored but, basically, it does not get the kind of circulation that a show of this quality should. I think it is a shame that we have a whole system of distribution through, for example, the National Film Board, which so far has not really been able to make use of that kind of opportunity.

Mr. OUMET: I think you are right. It is unfortunate that this is so, but there are reasons for this. In the first place, let me say that we keep all of these major efforts and even some of the minor ones if they turn out to be of importance or of particularly high quality. We have the rights only for broadcasting; we do not have the universal rights. If we bought universal rights, it would be a great deal more costly.

Mr. MACDONALD (*Prince*): I am thinking of productions that your own staff do, or that you produce—programs like the "Sixties", or something like this.

Mr. OUMET: But even at that there is usually music or something in the program where it would be difficult, and in that case we would have to pay more in order to make it available for theatrical distribution, for example, through the National Film Board, or even for any distribution to the public other than on the CBC network, because usually we have "one shot" rights only.

Now, there is another problem; we have always interpreted the Broadcasting Act,—and I do not think there is any other way of interpreting it, at least according to our legal counsels—as allowing us to use our funds only for broadcasting purposes. Therefore, even for such good causes as making available some of these programs—for example, for schools—in the form of films which would be sent to them, or even for closed circuit television—we have had requests for

our programs for close circuit television—we have been advised that we could not use our funds for such purpose since they are clearly defined as not being broadcasting under the Act. In other words, for us to do this, which I think would be very worth while, the Act would have to be modified so that we would be allowed to spend some money for what is not now broadcasting.

Mr. MACDONALD (*Prince*): Obviously, this is a good time to make that kind of suggestion because I think we should not allow good purposes like this to be hamstrung by what seems to me to be basically problems of administration. I think that it is so important that we do this that we should take this very seriously into account when we do see the first drafting of the broadcasting bill.

Mr. COWAN: Mr. Chairman, just bearing on the point that Mr. MacDonald is raising—and I do not want to interrupt the point you are raising—was the film 'Mr. Pearson' made by the CBC or by a private producer?

Mr. OUMET: This was made by a private producer for the CBC.

Mr. COWAN: The CBC paid him for it?

Mr. OUMET: That is right.

Mr. COWAN: You were pointing out just now that you were told that you cannot take a very fine adult film like the one Mr. MacDonald was referring to and make it available for other sources such as groups which meet in school houses and churches and so on. How come that the Pearson film was made available to film societies around the country? I would like the answer from you, Mr. Oumet, please.

Mr. OUMET: In this particular case we had an agreement with the producer which gave him the right to show this film to cine clubs, and private film groups and societies. We bought the rights for the showing in broadcasting. So he had the rights to show this film, this was part of the agreement. Actually—although we did not negotiate that aspect of it—if we had bought all the rights, including those for showing to small groups like this, it would have cost us more.

Mr. COWAN: Why could you not have the same kind of a clause in the fine adult program to which Mr. MacDonald has referred so that people other than film societies could see our fine programs?

Mr. OUMET: Usually we are talking about programs made by the CBC.

Mr. COWAN: You are drawing a fine line between the ones made by the CBC and the ones made at the request of the CBC for which the CBC pays.

Mr. OUMET: Yes, but this is a very real line.

Mr. COWAN: I know. The CBC has more hair-splitting in it than any other organization in Canada.

Mr. MACDONALD (*Prince*): Sir, if I may resume my questioning? Mr. Oumet, could you give us some idea of the grants to the CBC—I do not mean for every year but, say, 1947-48 and 1957-58.

Mr. OUMET: I will ask Mr. Davies whether he has this information. It may take a while to locate it. Perhaps we can have another question in the meantime.

The VICE-CHAIRMAN: As you wish. We will come back to that later.



(Translation)

Mr. Simard?

Mr. SIMARD: Mr. Chairman, I would like to know if station CJPM Chicoutimi and CKRS-TV at Jonquière are part of the chain of TV station controlled by the CBC

Mr. OUIMET: The television station at Jonquière? Certainly, it is a station affiliated to the C.B.C. I would not say we control it, but it is an affiliate which under contract, must take a given number of hours from the French network of the CBC. The radio station you mentioned is not an affiliate of ours, because we have our own station in Chicoutimi, CBJ.

Mr. SIMARD: CJPM?

Mr. OUIMET: CJPM. Are you talking about radio now?

Mr. SIMARD: Television.

Mr. OUIMET: Sorry. You mean the TV station, CJPM. No, it—

Mr. SIMARD: Private?

(English)

Mr. GILMORE: Radio or television; that is the question?

(Translation)

Mr. OUIMET: No. Jonquière and Chicoutimi are two towns which are very close to one another. I do not believe that CJPM is affiliated, I believe it is the one in Jonquière which is affiliated to the CBC.

Mr. SIMARD: Is it the one in Jonquière, CKRS-TV?

Mr. OUIMET: The first one to be established was the one at Jonquière.

Mr. SIMARD: Now, in the case where television stations are under the jurisdiction of the CBC, I would like to know if the directors of the CBC have a say in the programming?

Mr. OUIMET: Under contract with our affiliates, we have the right to insist that they broadcast the number of hours provided for in the contract, but for local shows, we have no control whatsoever and we cannot force them to transmit programmes which are not broadcasted at the hours reserved. Usually it is from 8:00 a.m. to 11 or 11:15 a.m., so if we have a show at 7:00 or 7:30, even if it is an interesting show, a show in the public interest, we cannot force them to take this show. Many of our affiliates will put in more than the reserved hours; there are usually thirty-six hours a week reserved and I believe the average taken is approximately forty or forty-two hours per week. In other words, they take from our network more than they have to under contract.

Mr. SIMARD: If a large segment of the population is interested in seeing a given show, could the directors of the CBC use their influence to broadcast a given programme which had been eliminated by the station? I am thinking of the show "Aujourd'hui".

Mr. OUIMET: No, we do not have this authority. We have tried in some cases to influence private stations, our affiliates, but we did not succeed. We have no authority really, in that respect. That is the big question.



Mr. SIMARD: Should I understand that your authority is limited by these stations?

Mr. OUMET: No, our authority is limited by the present laws of television. We have a given number of stations which are part of our network, and these stations broadcast all our programmes. But these stations cover only about 70 per cent of the population of Canada, whereas 25 per cent of the population is served by affiliated stations. This 25 per cent of the population just gets part of our programmes and local shows put on the air by our affiliates. The present system of broadcasting in the country does not give us authority to demand more from our affiliates.

Now, the B.B.G. has some authority in this respect, but up to now they have not used it in this particular field. The B.B.G. seems quite satisfied with 35 hours a week. It seems to be a reasonable proportion of the time of affiliates. After all, the affiliates have to make a living and what they receive from the CBC for commercial programmes would not be enough to keep the station going. In other words, they need local programmes to get extra income, also they have obligations vis-à-vis the city or town they serve, so they cannot always use network programmes. This is a rather complex problem which makes the operation of the CBC rather complicated and which would certainly be simplified if the CBC had its own stations as is the case in the other countries in the world where there are private stations and stations which are publicly-owned or State-owned. But, we try to make our broadcasting system the most complicated possible system in the world.

Mr. SIMARD: Shouldn't I deduct, then, Mr. Chairman, that this is really a deficiency in the law?

Mr. OUMET: Yes, personally I believe so.

The VICE-CHAIRMAN: Mr. Béchard?

Mr. BÉCHARD: Mr. Ouimet, I am sorry to come back on the extension of TV and radio services in remote places. You are probably aware of the fact that in Québec, as Mr. Clermont mentioned earlier, there are areas which are not yet covered in any way whatsoever by television. I am particularly thinking of the very underdeveloped region of the North Shore, let us say from Havre Saint-Pierre to Blanc-Sablon, a distance of about 700 or 800 miles, where there is absolutely no ground communication, no roads, no telephone. The only means of communication is the St. Lawrence. Many organizations made representations to the CBC, to the Government, to the Secretary of State particularly. Those people, without wanting to insult them, are really retarded, because of the lack of communication with the outside world. Television would help to educate this area, to help these people and, despite very many representations and requests, it seems to be a question of budget, not much is being done to extend the TV network to the North Shore. Could you tell us what has been done up to now to give television to that area.

Mr. OUMET: The problem of the North Shore of the St. Lawrence is the same as in many other areas in Canada. Although they represent just 5 per cent of the Canadian population, there are at least 100 communities or villages which do not have any adequate television service, or even radio services. Here again, it

is a question of cost per capita. And if the North Shore does not have television coverage today, it is very simply because the cost per capita is higher than many other areas. According to our standard formula, we give service to the cheaper areas. This is the only reason. Maybe Mr. Gilmore could give us a few more details. If we spent much more to extend our services throughout the country, if we accelerated that service extension, everybody would of course be served more quickly than they are now.

Mr. GILMORE: I will answer in English, with your permission.

(English)

You will understand my terminology when I say the cost of these isolated areas you have mentioned rises very steeply because of the difficulty of getting service there. It is the operating costs and not the original capital installation. I think about half an hour ago I mentioned the quite exciting development of small, completely self-contained units and the two experiments we are doing. If these are successful, these areas will come within our cost per capita. At the cost level we are operating now, the areas you mention are just about double the cost per capita that we can afford at the moment within our resources. However, we hope to cut by almost a quarter, or by almost three-quarters right at the start, the cost of covering these small areas with the small transmitters, self-contained and programmed with tape cartridges of four units of four hours of programming. And these areas are within the 30 that I mentioned that will follow, I think, the successful experiment with the two areas.

Mr. OUMET: Just in case somebody gets the impression that this is going to be "live" television, happening receivable the same day that, say, a sporting event takes place, I must tell you that it will not be; this will be recorded. On the other hand, using this method, which would mean a delay because of the first shipment and then delay in sending the tape from one station to another, it would still be much better than no television at all; it is a first step. One great thing in all this is that everyone knows that in the fairly distant future, but still in a man's life not too distant, in about 15 years it is probable that all parts of Canada will receive transmission directly from a satellite—and I am talking about direct reception now; it will be a lot sooner than that for satellites to replace the microwave network. Some of these small stations which would be too costly now to operate because of the long networks which are needed to give them "live" television, will be more feasible economically in four or five years from now with the satellites which could be received by the local stations. Although there will be some added expense there, still it will be cheaper than a network.

(Translation)

Mr. BÉCHARD: I understand, Mr. Chairman, that in five or six years it will be cheaper, but even then, one will say that in four or five years again it will be a little cheaper. In some areas, northern Manitoba, for example, there is television, if you pay a little to be connected to a cable. In the specific case of the North Shore, where there is no TV service whatsoever, there is no cable, there is nothing at all. Could steps not be taken to accelerate things in this case?

Mr. OUMET: The problem here is money, but also to treat all areas not being served, in a fair way. Of course the CBC would be extremely happy to

serve the North Shore, northern Manitoba, the people in Yellowknife or Whitehorse, to give them all the services they need. But we must have some kind of priority, otherwise people left without service would be justified in complaining. This is why we proceed according to costs. We serve first the areas which are the cheapest to service per capita. But there are other considerations, for example, if there is a centre which is extremely important for the economic future of the country, and wanted to get people interested in settling there, but people would not settle there without television. Thus we should take these considerations into account also.

But, so far we have not done this in a systematic way. We have kept to our formula with a few changes, in order to have a balance between the areas served in the country. For example, if our formula gave us this year the first 20 stations in British Columbia only, we would have a problem on our hands. Thus, we try to serve the whole country in a fair way, and also serve both language groups in a fair way. But we don't vary too much from the formula.

Mr. BÉCHARD: When you have a contract between the CBC and affiliated stations, does the CBC pay money to the affiliated stations for the time they—

Mr. OUMET: Yes, these affiliated stations receive a percentage of their hourly rates for commercial programmes which are put on the network. We sell our network, we also sell our CBC stations and the time of our affiliates, and that is the way they are reimbursed.

Mr. BÉCHARD: In this case, if a station or another takes the initiative of using more time from the CBC, if they decide to give their people the programme "Aujourd'hui", which lasts a half-hour, would they receive extra money?

Mr. OUMET: No, that station would not receive extra income because "Aujourd'hui" is not a commercial show. But in "Aujourd'hui" there are two periods of one and a half minutes, I believe, at the beginning and at the end, which enables the station to insert spot announcements and bring in some revenue.

Mr. BÉCHARD: I have another question to put. Is work continuing on the broadcasting site?

Mr. OUMET: Yes, it is.

(English)

The VICE-CHAIRMAN: I still have four more names on my list and to give a fair chance to everyone of you, before we go any further may I ask Mr. Davies if he has the answers.

Mr. MACDONALD (Prince): Perhaps we could leave it to the end because I then have some questions about his answers.

The VICE-CHAIRMAN: That suits me. Mr. McCleave, did you have any questions?

Mr. MCCLEAVE: Yes, I have a very brief question, Mr. Chairman. But first, I think Mr. Ouimet should be complimented on behalf of the people of this country on giving a large number of his years to a very difficult position, and I do so.

My question sir, relates to the form the vote takes before Parliament. Is it correct that you have capital expenses mixed in with the day to day operations as well?



Mr. OUIMET: I do not know whether your wording would be exact and would be accepted by Treasury Board but what happens is this: capital expenditures of the corporation are financed through loans from the government to the corporation. On the other hand, in the operating budget, in the vote for the net operating requirement of the corporation there is a provision for the corporation to repay interest and capital on the loans. Next year, for example, I know this will be of the order of some \$6 or \$7 million.

Mr. McCLEAVE: Is the amount, say, for your new set up in Montreal and other places included in vote No. 1 that we are considering this morning?

Mr. OUIMET: Not in toto, but that part of it that covers the interest on the loan already made. In other words, if we borrow \$3 million to do the job then we have to pay the interest on the \$3 million. Also, we have to start paying back. Is it  $\frac{1}{20}$ th, Mr. Davies?

Mr. DAVIES: We pay it off on the basis of  $\frac{1}{20}$ th per year commencing in the year following the loan.

Mr. OUIMET: There is a payment of principal also.

Mr. DAVIES: The interest rate is as set by the Comptroller of the Treasury in relation to government borrowing; it varies between  $5\frac{1}{4}$  and  $5\frac{3}{8}$ . I think it is now about  $5\frac{5}{8}$ .

Mr. COWAN: If you are paying 5 per cent on a loan, over a 20 year period it costs twice as much to do it this way than to give it to you as a straight, outright, operating grant.

Mr. DAVIES: I think it is accepted that if one has to pay interest, Mr. Chairman, it is more expensive than when one receives the money.

Mr. OUIMET: So far as we are concerned. So there is no misunderstanding about this, I should add that we would rather have it as an outright grant. It would be simpler all around, but we understand why it was set up this way.

Mr. COWAN: Why? I do not understand why. I have never been able to understand why?

Mr. OUIMET: It is simply so that our books will reflect the cost of financing the money we need for capital. On the other hand, we have to ask for the money in order to pay it back. So it appears practically twice. It appears in toto in the first loan and it appears for 20 years as we pay it back.

Mr. COWAN: You were pointing out to us the \$3 million grant on this Montreal setup and you have 20 years to repay it. Why not get the \$3 million right now instead of repaying \$6 million, the original capital grant plus interest?

Mr. OUIMET: I cannot possibly find any way to disagree with you on this.

Mr. McCLEAVE: Well, it's close when the doves and the hawks get together. Could I continue this line of questioning?

The VICE-CHAIRMAN: Well, Mr. McCleave, I am sorry to interrupt at this time but we have to evacuate this room a little before 11 o'clock. If you have no objection maybe next Tuesday, when we start again at 9.30, we will have more time to discuss all these matters. May I humbly suggest to all members of the



committee that they be here a little earlier. Before we adjourn, could I ask Mr. Davies to put on the record the answers to Mr. MacDonald's question?

Mr. DAVIES: Mr. Chairman, I believe the question had to do with the amount of public funds for the year 1947 or 1948. Perhaps I could say that in the year 1945-46 it was \$3,773,000-odd; in 1947, \$3,900,000, and in 1948, \$4,798,000. The one thing I would point out, Mr. Chairman, is that this is in dollars of those days and if you convert these to 1964 dollars 1948 would go up to \$8,637,000.

Mr. OUMET: And this is radio without television.

Mr. DAVIES: I was going to bring this out, Mr. Chairman. This relates only to radio, and in relation to today's figures perhaps I could say that at that time the corporation operated 11 radio stations and one leased with 13 l.p.r.t. and 85 affiliates. In 1965-66, we were operating some 31 radio stations, 141 l.p.r.t., 16 TV stations, 33 l.p. t.v. and 228 affiliates both in radio and television.

Mr. OUMET: The country has grown a great deal.

Mr. DAVIES: I think it is necessary to have this kind of balance because of the amount.

Mr. MACDONALD (*Prince*): What about 1957-58, or did you look at that?

Mr. DAVIES: The amount for 1957-58 was \$37,565,000.

Mr. MACDONALD (*Prince*): Mr. Chairman, before you adjourn the committee could I ask the corporation to provide a little more information at the next meeting. I think it is something they will want to work on.

I would like to know two other things for next week. I would like to know the amount of receipts, similar to a question I asked this morning, coming to the corporation in those same time periods. Also, I would like to have a general breakdown on administration on the one side, if this is possible, and, on the other side, the amount spent directly on production.

The VICE-CHAIRMAN: I understand these questions are being taken as notice. Gentlemen, I must thank you now for your co-operation and I hope on Tuesday, November 22nd, we will be able to start at 9.30 sharp. If it is agreeable to the committee, maybe Mr. Ouimet, our guest this morning, will come back with Mr. Davies, Mr. Gilmore and Mr. Coderre.

May I again remind all members of the committee to please send your questionnaire on this trip to Montreal early in December, to Mr. Slack in order to help us prepare the program.

*Translation)*

The VICE-CHAIRMAN: Mr. Ouimet, let me thank you, Mr. Gilmore and Mr. Coderre very much for coming here today. Next Tuesday we shall be very eager to see you, to have the same kind of interesting discussion.

*English)*

That is all for today, I thank you all.

**OFFICIAL REPORT OF MINUTES  
OF  
PROCEEDINGS AND EVIDENCE**

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**LÉON-J. RAYMOND,**  
*The Clerk of the House.*

HOUSE OF COMMONS

First Session—Twenty-seventh Parliament

1966

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STANDING COMMITTEE

ON

**BROADCASTING, FILMS AND  
ASSISTANCE TO THE ARTS**

*Chairman:* Mr. ROBERT STANBURY

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MINUTES OF PROCEEDINGS AND EVIDENCE

No. 28

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TUESDAY, NOVEMBER 22, 1966

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Main Estimates (1966-67) of the Canadian Broadcasting Corporation

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WITNESSES:

Messrs. J. A. Ouimet, President; J. P. Gilmore, Vice-President, Planning;  
and V. F. Davies, Vice-President, Finance, all of the *Canadian Broad-  
casting Corporation*.

ROGER DUHAMEL, F.R.S.C.  
QUEEN'S PRINTER AND CONTROLLER OF STATIONERY  
OTTAWA, 1967

STANDING COMMITTEE  
ON  
BROADCASTING, FILMS AND ASSISTANCE TO THE ARTS

*Chairman:* Mr. Robert Stanbury

*Vice-Chairman:* Mr. Jean Berger

and

Mr. Asselin ( <i>Charlevoix</i> ),	Mr. Hymmen,	Mr. Nugent,
Mr. Basford,	Mr. Johnston,	Mr. Pelletier,
Mr. Béchard,	Mr. MacDonald ( <i>Prince</i> ),	Mr. Prittie,
Mr. Brand,	Mr. Mackasey,	Mr. Prud'homme,
Mr. Clermont,	<sup>1</sup> Mr. McIntosh,	Mr. Richard,
Mr. Cowan,	Mr. McCleave,	Mr. Sherman,
Mr. Fairweather,	<sup>2</sup> Mr. Mather,	Mr. Simard,
	Mr. Munro,	Mr. Stafford—(25).

M. Slack,

*Clerk of the Committee.*

<sup>1</sup> Replaced Mr. Macquarrie on Friday, November 18, 1966.

<sup>2</sup> Replaced Mr. Peters on Friday, November 18, 1966.



ORDER OF REFERENCE

FRIDAY, November 18, 1966.

*Ordered*—That the names of Messrs. McIntosh and Mather be substituted or those of Messrs. Macquarrie and Peters on the Standing Committee on Broadcasting, Films and Assistance to the Arts.

*Attest.*

LÉON-J. RAYMOND,  
*The Clerk of the House of Commons.*



## MINUTES OF PROCEEDINGS

TUESDAY, November 22, 1966.

The Standing Committee on Broadcasting, Films and Assistance to the Arts met this day at 9.45 a.m. The Vice-Chairman, Mr. Jean Berger, presided.

*Members present:* Messrs. Béchar, Berger, Brand, Clermont, Cowan, MacDonald (*Prince*), Mather, McCleave, McIntosh, Prittie, Richard, Stafford—(12).

*In attendance: From the Canadian Broadcasting Corporation:* Messrs. J. A. Ouimet, President; V. F. Davies, Vice-President, Finance; J. P. Gilmore, Vice-President, Planning; Guy Coderre, Vice-President, Administration; Ron Fraser, Vice-President, Assistant to the President.

The Committee resumed the consideration of Item 1 of the Estimates for the Canadian Broadcasting Corporation.

Mr. Ouimet tabled a reply to a question asked by Mr. MacDonald (*Prince*) at the previous Committee sitting, relating to CBC revenues and expenditures, copies of which were distributed to each member of the Committee.

Mr. Ouimet was further examined, assisted by Messrs. Gilmore and Davies.

The examination of the witnesses still continuing, at 11.00 a.m., the Committee adjourned until 9.30 a.m. on Thursday, November 24th.

M. Slack,  
*Clerk of the Committee.*

*Note:* Prior to the next sitting, the Estimates of the CBC were withdrawn and returned to the Committee of Supply in compliance with an Order of the House of November 22, 1966, relating to all unreported Estimates. (No sitting was held on Thursday, November 24).





## EVIDENCE

(Recorded by Electronic Apparatus)

TUESDAY, November 22, 1966.

The VICE-CHAIRMAN: Gentlemen, due to the fact that we have to leave at 11 o'clock today, I think we had better start the meeting. We will start where we left off last week. We are still on item 1 of the Canadian Broadcasting Corporation. I understand Mr. Prittie would like to start, but before we go any further—

(Translation)

The VICE-CHAIRMAN: I believe that Mr. Ouimet has a more complete answer to a question put last week. If everybody agrees, we will ask Mr. Ouimet to provide the answer, after which we will proceed to the questioning, beginning with Mr. Prittie.

(English)

Mr. J. Alphonse OUIMET (*President, CBC*): This is in answer to a question by Mr. MacDonald and it would be difficult to read it because it is in tabulation form. I think the best thing to do would be to present copies to the clerk of the committee, and we have other copies in French and in English as you may need them.

Mr. MACDONALD (*Prince*): Perhaps we can look at them while Mr. Prittie is reading his question and we could come back to it afterwards.

Mr. PRITTIE: Mr. Chairman, this is the first time I have seen Mr. Ouimet since the Committee was meeting on "Seven Days" last spring and I was not on his side at that time, but in the meantime the CBC has had its 30th anniversary and I would like to say at the start that I congratulate him as one of the pioneers of the corporation, and also say how much pleasure I have had from both CBC radio and television over these thirty successful years.

Mr. OUIMET: May I thank Mr. Prittie for these kind words. We appreciate it very much.

Mr. PRITTIE: I would like to raise a question which I brought up before, and this is the question of revenue from advertising for the corporation. I know the Committee on Broadcasting recommended that the corporation should try to get more commercial revenue. I do not happen to agree with that, but I recognize that it is probably necessary in television. However, I have always felt that if there is one place in all the airwaves of Canada, both in radio and television, where we could perhaps have one wave length in each area free from advertising, that would be CBC radio. I would like to know if there is any possibility of CBC radio getting along without commercial advertising in the future, and I am only speaking of radio here.

Another point in this connection, before the president replies, is that I did see a news report recently that some slot around the time of the news would be available for advertising announcements. I do not think I would like that very much and I do not think the many people who highly regard the CBC radio news would like it very much either. Perhaps I have posed those questions generally enough so that the president can answer.

Mr. OUIMET: Mr. Chairman, regarding radio advertising on the CBC, you may recall that at the time of the advisory committee on broadcasting chaired by Mr. Fowler we recommended that the CBC be allowed to withdraw from advertising on radio except for programs which would not be available on any other basis for example, sports events that would not be available or even such things as the Metropolitan Opera, which we believe we should carry. The committee did not accept our recommendation and actually recommended what is in effect an increase in our commercial activities for radio.

The same is also true of television. In the case of television, we stated that the extent of our commercial activities at present interfered with the achievement of our primary program objectives, and we asked not to be pushed into further commercial activities. As a matter of fact, we requested some relief and our recommendation was that our present dollar volume of advertising be frozen. However, the committee did not accept this recommendation and actually recommended an approach which would mean a considerable increase of commercial advertising in the future. We are very much concerned with this.

As far as slots around the news are concerned, I think we have had this for some time. This is not the same thing as the sponsorship of news. In the case of sponsorship of news you allow a sponsor to associate his name for advertising purposes with the whole newscast. In this particular case it is simply a spot announcement before and after and it may vary; it is not necessarily the same sponsor who may have this particular spot. As you know, we have spots at 1 o'clock in any case. Therefore it is a question of a different approach. When you have to meet certain commercial targets you have to find the means of achieving it.

Mr. PRITTIE: Therefore the whole question of the future of advertising particularly in radio, is a policy one, Mr. Ouimet?

Mr. OUIMET: It is a policy one which will come up when we discuss the white paper.

Mr. PRITTIE: Thank you very much. I have another question that has to do with your radio service to various communities across the country. I am looking at the CBC *Times* put out in Vancouver, and there is a list here of your own stations and of the affiliated stations and then of your low power rebroadcasting stations. I notice there are 48 low power relay stations in B.C. and this is because of the mountains. I suppose, this is the only way many people can get service. I notice in some places such as Prince George there is a private station which is affiliated with the network and there is a low power relay transmitter listed as well. Then I notice at Kamloops there is a private station which is affiliated but with no low power relay. My question is this. In one place you seem to serve some of the network broadcasting through a private station and have a low power relay transmitter which carries everything that is going on

he network, and in Kamloops for example you just have the private station. My concern is that as I have travelled through rural B.C. and rural Ontario I have heard some of these local stations and their fare might suit some people but it would not suit me very well. I would like to have a CBC station available if I were living in some of these areas.

If I lived in Prince George I would have it; if I lived in Kamloops I would not. What is your standard for determining whether you give this double service?

Mr. OUIMET: Actually there are very few locations where there is a combination of an affiliate carrying some of our service and a CBC low power relay transmitter or some other station carrying all of the service. There is an historical reason in the case of Prince George. If I remember correctly, we had our station there before the private station and we simply decided to keep it because it is a very cheap operation and only costs a few hundred dollars a year to maintain. In other places, if the city is of any size, it is not possible in the first place to cover it with a low power relay transmitter even if it is economical. You have to build a bigger station at a higher cost. We have thought that, in the order of priority of service that has to be given, we should use our funds to provide service in areas which are not getting any service at all, rather than to increase the amount of the CBC service in areas already served by an affiliate. The problem is one for the long-term haul because obviously at the moment, as we cover only about 70 per cent of the population of the country through our own radio and television transmitters, there is another 25 to 28 per cent which gets only partial service through affiliates. We think that in the long run this 25 to 28 per cent should have the full service of the CBC which they pay for as taxpayers.

Mr. PRITTIE: Then as a long-term objective you would want to serve such areas, whether by stations or transmitters, as much as you can, even though a private station may be existing?

Mr. OUIMET: We would like to do it as a matter of principle. Actually it has been done gradually over the years. Our coverage is increasing as we build transmitters from year to year. One good reason is that all of the small communities in Canada that already exist or that may open up as the country develops are not of sufficient population to support commercial stations and therefore the CBC goes in to establish the service. That increases the percentage of our coverage. Furthermore, there are a number of other cases, for example, where we have been planning stations in the capitals of the provinces. In the case of Saskatoon—

Mr. PRITTIE: That is not a capital.

Mr. OUIMET: —it is not a capital, but this is a substitute for the capital as there are already two stations in Regina. The same thing applies in New Brunswick, and so forth. This also would increase our coverage. We would like to go faster in this respect, but there again is a matter of policy.

Mr. PRITTIE: The situation rises, particularly in areas such as B.C. and northern Ontario where, because of the terrain, your large units such as Vancouver and Toronto do not cover many of the areas. I notice on page 75 of your



report you say that there are 78 communities of 500 or more population not receiving CBC radio network service. I suppose communities of that size would simply be served by transmitting stations rather than actual broadcasting stations?

Mr. OUIMET: Yes. In most cases where the population is not very high it would not be justified to establish full CBC stations with studios. On the other hand, when I was talking about the capitals of the provinces, in that case we feel that we should have the production facilities to reflect each province to the rest of Canada.

Mr. PRITTIE: So you say you have one planned in Saskatoon?

Mr. OUIMET: We have one planned in Saskatoon in lieu of Regina, but we hope to have originating facilities in Regina. We have a plan for the Saint John-Fredericton area, and also one for Victoria.

Mr. PRITTIE: These are radio stations you are speaking about?

Mr. OUIMET: No, I am talking about TV right now.

Mr. PRITTIE: I have been speaking about radio.

Mr. OUIMET: I am sorry. In the case of Saskatchewan we already have a large radio transmitter in Watrous, which is about 40 miles from Regina, and we have studios in Regina. In the case of radio, we are pretty well established in terms of coverage in each province. Not coverage for the population of each province, because there we have to depend on affiliates for much of our coverage, but we are fairly well equipped in terms of studios which originate from each province, which is not the case for TV.

Mr. PRITTIE: Thank you. I have one other question and it is based upon the memorandum put in by ACTRA to the Secretary of State in April. They had a number of critical comments to make about the use of Canadian talent. They were much more critical of CTV than the CBC, but they were also critical of the CBC. I believe they make the case that the proportion of your budget which you are spending for Canadian talent in the way of drama and entertainment programs has been going down. Is there any change contemplated in that situation for the forthcoming year?

Mr. OUIMET: Did you say the proportion of the budget or the volume? Actually in dollars there has been no decrease in terms of percentage of the total budget. I do not believe that the amount allocated to fees for artists and performers has quite kept up with the other expenditures, but this is simply a problem of the financial resources of the corporation being tight in relation to what we have to do. For example, you were talking about coverage, and although the amount that we are spending on distribution at this time is still not a great percentage, but as you increase it—and it will increase in the future—it does not contribute anything to the development of programs by themselves or contribute in terms of fees to the artists. Therefore there are certain elements in our expenditures which are going up, which have in effect a depressing influence on the percentage given to the artists. Furthermore, because of a shortage of funds, we have had to cut down on many of our major efforts. In the field of variety, for example, we have fewer big variety shows today than we had some



years back, and this is particularly true in the field of drama where we used to do a great deal more. These things are expensive and we have had to allocate our funds in accordance with the amount at our disposal,—which is still a large amount.

Mr. PRITTIE: I will pass now.

Mr. McINTOSH: Mr. Chairman, I move, seconded by Mr. MacDonald, that the estimates be reduced to the sum of \$1. The reason I do this is because I feel that the CBC is not carrying out the intent of Parliament. I would like to make a statement as to my reasons and in so doing I must refer to the white paper, and although I understand it is not before the Committee nevertheless it is in the hands of all the members.

First of all I would like Mr. Ouimet to define if he can, what he means by long-term haul. How many years is that?

Mr. OUIMET: Are you talking about the long-term haul for the completion of coverage?

Mr. McINTOSH: Yes.

Mr. OUIMET: We have been developing our coverage for the last 25 or 30 years, ever since we started. Obviously the country keeps developing as we develop ourselves. We have improved our coverage greatly from year to year with some 20 low power radio transmitters each year, we are trying to build some 10 television rebroadcasting stations each year, but even at that we are not really able to cover the country 100 per cent. We will probably never be able to do so, but I think we have done reasonably well when you consider, for example, that we cover 98 per cent with our affiliates in radio and we cover some 95 per cent with our affiliates in TV. Now, 95 per cent coverage in this country, considering its immense dimensions. I think is an achievement. We are continually adding to this coverage but I do not think we will get to completion of it until we get to the point where we are using satellites which will make it a lot easier to reach distant points. This becomes purely a question of cost after a while, but I think we have been progressing quite rapidly. Perhaps not rapidly enough for the people who are waiting to get the service, but if you look at 95 per cent—and this applies to both English and French service—for a country like Canada I think we compare very well with any other country of similar conditions and size.

Mr. McINTOSH: Actually, Mr. Ouimet, I agree with what you have said, that it has been quite an achievement to cover 95 per cent of Canada but unfortunately I, as well as several other members of the House of Commons, represent those areas that are not included in that 95 per cent. They are being asked by Parliament to pay taxes for the upkeep of the CBC. At the moment you are asking for over \$100 million, and if you break that down into homes that is roughly \$20 per home, and these people have been paying this for years and years.

I want to first refer to vote number 1 which we are discussing now, and it says:

Grant in respect of the net operating amount required to discharge the responsibilities of the national broadcasting service.

and you list an amount of roughly \$108 million. My question in regard to this vote is what are the responsibilities of the national broadcasting service? My second question is has a list of priorities been established or has it ever been made known to Parliament or to the Canadian people? I am speaking now for those people in the remote areas. It appears to them that the CBC is only giving lip service to its initial responsibility. In the white paper which, as I said, is not before the Committee but all members have it, on page 15 under the heading "The mandate of the Corporation", the first paragraph reads as follows:

Under the present Broadcasting Act, responsibility is assigned to the Canadian Broadcasting Corporation for the operation of a national broadcasting service. The interpretation of this phrase has been left largely to the Corporation itself, and it has fulfilled its prime responsibility to provide broadcasting services to the Canadian people as a whole in a manner that is altogether praiseworthy.

That word "fulfilled" bothers me. How can you say that it has fulfilled its prime responsibility if there are still 5 per cent of the homes in Canada that are not covered?

In the 1965 report of the Committee on Broadcasting we find this paragraph—and this is the intent of Parliament—and I will refer also to some of the Minister's remarks. In this report it says:

The most pressing need, that which deserves priority in the plans for expansion of the Canadian radio-television system, is the extension of service to all those parts of Canada which have none.

The Fowler Commission report also recommended on page 126:

We recommend: That the mandate of the public broadcasting agency should be clearly stated and defined as fully as possible by the legislation, and should be expanded and specifically explained in a White Paper on broadcasting policy.

I admit that part of that is the fault of Parliament, but also a part of the public not being aware of what the prime responsibility of the broadcasting service is up to the broadcasting service because it has never been made known, as far as I know. The white paper of 1966 did not clearly state or define the responsibilities of the CBC. However, the Minister stated in the House of Commons on March 8, 1966, at page 2418, the following:

... the question of the extension of the services provided by the Canadian Broadcasting Corporation, first of all to parts of Canada not yet reached by any service. I fully agree, as I am sure every hon. member does, that it should be extended to such regions as quickly as is humanly possible, if it is humanly possible.

I am not referring to those areas where it is not humanly possible because of technological difficulties, and so on, but there are many areas in Canada today where it is humanly possible to put radio and television in where they have not got it.

The Minister went on further to say at that time:

I share with all hon. members who have spoken a desire to see as quickly as practicable the extension of service to every Canadian in Canada who can receive it.

On page 2419 the Minister said:

... I am told that we cannot hope under present technological advances to reach 100 per cent of the homes of Canada.

I mentioned that before, and I want you to understand that I think all members of Parliament, who represent the remote areas such as I do, should understand that in some areas it is not possible to put television in at the present time, but there are many sparsely populated areas that have been paying for this over the years where it is humanly possible to put television in. It is a matter of dollars and cents. By the way, these same people have been paying for CBC services to Canada since it started 25 or 30 years ago.

The Minister goes on to say on page 2455:

... I am sincerely in accord with as rapid as possible extension of service.

I think that in her remarks the Minister documented the intent of Parliament, if it has not been documented before, and I am sure it has if you go back to *Hansard* when it was first started. However, she also said on March 9 at page 2454:

... it is not my place to tell the Canadian Broadcasting Corporation where they should extend service.

That is why I say it is up to you to tell the Canadian people when and how you are going to extend this service to the remote areas. The minister implies here that by law it is the responsibility of the corporation to determine priorities, however Parliament has made known its intent. I read from the recent report of the Committee on Broadcasting, and this is what they say:

The most pressing need that which deserves priority in the plans for expansion of the Canadian radio-television system, is the extension of service to all those parts of Canada which have none.

CBC applications for licences in larger centres where there is already an alternative service, and which you have referred to this morning, have unnecessarily, in our opinion, delayed the extension of services to the more remote areas. I refer to Edmonton and you mentioned Saskatoon. There could be an argument there. In this \$108 million, which I mentioned before, you can divide it down into 4½ million Canadian homes and you are asking them to pay—this year alone—\$20 each for the services of the CBC. I stress again that this is required from those people in the remote areas who have not had service and there is no indication from the CBC when they are going to get it, and they are still required to pay this part of the tax.

The CBC capital expenditures on properties and accommodation in large centres have also unnecessarily delayed the servicing of areas which are entitled to be serviced. After many years of saying they did not feel justified in requesting a special grant from Parliament to complete the job of servicing the remote areas that can be served, the CBC have finally, in the last two annual reports, stated that such a grant would be very helpful. Why have they not requested this special grant or, if they have, what has been the government's attitude toward their request?

On page 123 of the Fowler Commission report under the heading "The CBC Mandate" we find these statements:



...the CBC has the primary responsibility for providing excellent broadcasting services to the Canadian people.

As a recipient of large sums of public money it can do many things that the private broadcasters cannot reasonably do. In this regard I want to say that in some of these remote areas the CBC is not covering right now that private stations have offered to service these areas if the CBC will assist in the capital cost of that service. The reason I say that is that in many of these remote areas, if private stations do service the area, there is no increase in the revenue to them. This, I think, is well known by you because there are not sufficient homes to put them into a different bracket where they can charge more for their advertising, and so on. I do not have to go into that aspect of it, but they are willing to service those homes at some expense to themselves with no additional remuneration from this service.

On several occasions I have spoken to your officials and put forward the proposition that one private broadcaster suggested which was feasible and would satisfy these people in these remote areas. On several other occasions these people have gathered funds themselves to put up satellite stations. Possibly they had to have some assistance from the CBC, which has not been forthcoming. If the interpretation of section 29 of the Act has failed to conform to the wishes of Parliament, it is clear where the responsibility rests. The latest version of the mandate which the CBC has conceived and which it has received from Parliament is, in part, that whether Canadians live in remote areas or heavily populated areas the national system should serve them as adequately and equitably as possible. It was not the purpose of this vote to set the CBC up in competition with private enterprises, which in certain cases they seem to be doing, but rather to service those areas where it is not financially sound for the private stations to serve. I say these people have paid for this service and I could go into a long argument in regard to the discriminatory proposal that has been put up by the CBC in order to show how these costs should be shared. I refer to Mr. Simpson's speech on March 8, 1966 where he clearly sets this out. You state here that it is going to cost some \$7 to \$15—I am not sure whether you mean per head or per home—to give them this service. Even if it is per head, in four years these people will have paid for that service which they have not got. As I said, they are paying \$20 this year per home and still not getting the service, and this has been in the past years gradually increasing.

MR. OUMET: Mr. McIntosh, just so we will not lose track of this particular point you are making, when we talk about so much per head we are talking about so much per head per year. This is the amortized cost of the capital plus the operating cost. So, if we say \$7 to \$15, and I do not know what area you were referring to, let us say it was \$10, this is \$40 per year per home.

MR. MCINTOSH: This is a different argument altogether, because if we want to go back and argue that this is the formula which you have been using, we say it is discriminatory because when you first decided to put the service in Canada you said it was going to cost so much per head and you took the whole population of Canada. Now when you get down to these remote areas you say there are only so many people in that particular area and it is going to cost \$15 where, if you take an average of all of Canada, it may have only cost \$5. We say the formula that you are using is wrong. It sounds good when you make your



xplanation as to why these people have not got the service, but it is hard for us to go back to those remote areas and tell them why they have not got it when they have been paying for it for 25 or 30 years and when the Minister says they will get it if it is humanly possible. In these areas I am referring to it is humanly possible. It may be a matter of dollars and cents, and this is what I want to know.

Mr. OUIMET: Mr. Chairman, I am somewhat at a loss to determine what would be the best way to handle this question, which is a fairly long one and covers a pretty complex subject, it also contains many,—

Mr. McINTOSH: Your vote is very complex too.

Mr. OUIMET: —many sub-questions. I would like to suggest this. We are going to meet again on Thursday and I would like to save the time of the Committee and be permitted to present to you a statement giving the position of the corporation on this whole question of coverage and its cost, on policy, on the relation of CBC coverage policy to its total mandate, and also covering this formula that has just been mentioned. On the other hand, I can deal with some specifics today, if you wish, but to cover all the points that Mr. McIntosh has raised I think would require that I be given a list of them. I have noted 10 or 15 points here that I might try to deal with, but I am not sure I will be able to deal with all of them.

Mr. McINTOSH: I am quite willing to wait for you to consider what I have said. I am not too interested in statistics or costs, as you have already given them to those who have approached you before, as to what it will cost to service these areas. I think I said previously that we do not accept the formula that you are using. We do not think it is fair to those people. What I am more concerned about is if you can give us a commitment on when these areas which can be serviced, are humanly capable of being serviced, will be serviced by the CBC.

Mr. OUIMET: How can I give you a commitment as to when any given area will be served when I am really dealing with money yet to be provided. I could do this if I was working on some long-term arrangement, but to say exactly when a certain community will be served must, in the first place, be based on an assumption as to the funds available. We have, up to this stage, developed our coverage planning on the basis of certain budget allocations which were approved by Treasury Board from year to year, and that is what we have been able to do with these amounts. We have said to the government that we can go faster and we can provide more if there are more funds provided, and this still stands. As a result of the recommendation of the Fowler Commission, and I think as outlined in the white paper, we are to prepare an over-all plan which would provide for acceleration of the coverage, but you will still have a lot of places left in the end who would feel that they too have a right to the service, and it is just impossible to cover them all. We will get from 95 per cent to possibly 96 or 97 per cent, but there will still always be the remainder. It is very difficult for us to satisfy everyone.

Mr. McINTOSH: It would be more difficult to give a commitment as to when Canada would have colour television, but nevertheless you gave a commitment and you met that commitment. You had many more difficulties to deal with than you would have in covering these remote areas. You know how many people are

there, you know what funds you have available for it and you know how long it takes to do it.

Mr. OUIMET: Mr. McIntosh, believe me, I have every sympathy for the people who find themselves with no television service because I know how important it is to them. On the other hand, this question of colour—if we are going to use this as an argument—is exactly the same thing as could have been said in 1952 with respect to television itself. In other words, to follow this argument that no improvement must be given to the 18 or 19 million already served until the remaining 1 million or  $\frac{1}{2}$  million get service would have meant that in 1952 we should have stuck to radio and not had television at all, because in 1952 there were a lot of Canadians not getting radio service, and there are still a lot of Canadians not getting radio service today. In other words, I do not think it is quite reasonable to assume that we will not provide improvements of service to 95 per cent of the population of Canada—

Mr. McINTOSH: I did not say that.

Mr. OUIMET: Well, colour is an improvement, or any other example you may use there, and this improvement of service I do not think can be withheld pending the completion of the service to the whole country. It is a matter of judgment of the relative priorities, and we have done our best to arrive at a well balanced allocation of the funds at our disposal.

If Parliament does not agree with this, then we merely have to be told. On the other hand, we have to point out the consequences. If we had not started in colour that would have meant that in the larger cities of Canada, who can receive the American stations directly, the audience gradually would have turned away from the Canadian programs, on which we spend a great deal of money each year, in favour of the American programs. Therefore, in our competitive position with the American programs much more than with Canadian stations we have to take measures which will guarantee the viability of the service we give. It is not as simple as saying, "Let us complete all the coverage until that time; let us not spend any money on any other improvements". This cannot be done.

Mr. McINTOSH: Mr. Ouimet, I believe we are getting off on a tangent and this is what I was afraid of. We have no objection to the CBC going into television, we think it is a good thing, and this is why I asked where are the priorities laid down of the CBC? What are the priorities? The people of Canada do not know what they are, and in this vote of over \$100 million these people who have been paying their share of this vote over the 25 or 30 years certainly should be given some consideration. We are not asking for coloured television, we are just asking for television alone, and I wanted to confine it to these remote areas, and that is why I did not bring in any of the other arguments about double service in certain areas. There could be a big argument made on that. These people are just asking for what I believe to be their right. They are being asked to pay for it and they are getting no service.

Mr. OUIMET: Mr. McIntosh, with the permission of the Chairman I would like to ask Mr. Gilmore to give you an idea of what is being done at the moment. You have been dealing with what remains to be done, which is a more negative

approach to the matter. Let us see what we are doing, and we are moving very rapidly.

Mr. McINTOSH: I am speaking on behalf of the areas where nothing has been done, and when is it going to be done?

Mr. J. P. GILMORE (*Vice President—Planning, CBC*): Perhaps Mr. Chairman and Mr. McIntosh, we could discuss that, and I would be very willing to discuss it. We have at the moment 31 projects on the go in radio in remote areas and we have 38 in television; and these are small stations. These do not include the large projects. We have 15 more for next year in radio and we have 10 to 12 in television, and this will add to the 140 of these small community stations in radio that we have on the air today and the 35 that we have in television. You know better than most of us how tough it is to get these small locations covered in television, and that is why at the first Committee sitting last week I tried to give the Committee a picture of what we are doing and have been doing for 18 months to develop a small self contained television station to get into just such areas with special television tape recording equipment that will make it economically feasible to get the network programs in there. We know and you know we cannot get the network in there. If there are specific areas to discuss, my staff and I are available and we would like to meet with you outside this Committee and go over the areas you are interested in, sir, to try and satisfy you. One thing that we are set up to do, and one part of our mandate that we understand very well, is this coverage aspect. We share with you the concern. We have many other things to do at the same time, but it is our pride that we are doing all of these things; developing colour, developing a Centennial programming effort that we are going to be proud of in Canada, developing an Expo coverage to advertise Canada to the world and to our broadcasters coming to Expo, and also moving ahead faster on our coverage. I would really like to know the specific areas you are referring to try and deal with them the best I can.

Mr. McINTOSH: I would like you to define what you mean by "economically possible". Is it a matter of dollars and cents?

Mr. GILMORE: Yes, in the case of a network. I referred to "economically possible" in the case of getting a network into very remote areas.

At the last Committee meeting I explained that two-self contained small television units fed by a cartridge tape recording of the helical scan type are being placed in operation next spring as an experiment to see how they weather in our Canadian north and in the interior of our provinces. Two areas, one at Yellowknife and one at Lynn Lake in Manitoba, are being tried out. I am repeating evidence I gave at the last Committee meeting, but I would like you to know that, and if this works we are going to go immediately into a major program—assuming our estimates are approved—of 30 locations to put these small stations in. I apologize, Mr. Chairman, for repeating this evidence, but this is the point to which we were speaking last week and this is the point which we are seized of.

Mr. McINTOSH: How about the areas where it is not necessary to do that, where it could be serviced by a satellite?

Mr. GILMORE: That is why I would like to talk to you about the specific areas and see what is practical.



Mr. McINTOSH: There are a number of areas which can be served by satellite and a number of private stations are prepared to do this with some financial assistance from the CBC, but you are not prepared to give them this financial assistance.

Mr. GILMORE: We have given a great deal of assistance to private stations through the means of programming, which they get absolutely free of charge.

Mr. McINTOSH: Programming is no good if they have not got a receiver set that will take that program. This is the point I am getting at. First of all, they have to have the mass and the station there to receive it. You have not given any assistance of this kind, have you?

Mr. GILMORE: No, we have not gone into sharing capital that I know of.

Mr. McINTOSH: What is the reason that you have not?

Mr. GILMORE: It has been a policy of the corporation not to share capital up to now.

Mr. OUIMET: Mr. McIntosh, the reason for this is simply that there is no end to this sort of arrangement once you start it. How do you determine which station really cannot afford to put in the rebroadcasting station for its own signals?

Mr. McINTOSH: It is very simple, I think.

Mr. OUIMET: All we know is that the minute we open this question of assistance in providing capital for private stations, that the demand for it would multiply and it would be very, very difficult to determine in what cases to grant it and not to grant it.

Mr. McINTOSH: We are only talking about 5 per cent of the people now.

Mr. OUIMET: Yes, but we still think the way we are doing it in proceeding gradually, and we think rapidly in relation to the problem we have to solve is the best way, by providing CBC repeaters, CBC satellites, CBC stations and eventually some of these problems will become much easier to solve in the really remote areas by the time we replace microwaves with satellite transmission which is about four or five years from now. I understand fully, looking at it from the point of view of the people not getting the service, that anything in the way of an explanation, even a reasonable one, will not satisfy those who are not served. We are doing our very best to speed up the provision of that service.

Mr. McINTOSH: I am quite prepared to wait until the next meeting, Mr. Ouimet.

Mr. PRITTIE: I would like to ask Mr. McIntosh a question relevant to this before we leave it, and I ask in all seriousness. Would he be prepared to vote a special grant so that this 100 per cent coverage of Canada could be speeded up and done very quickly?

Mr. McINTOSH: I think so, yes.

Mr. PRITTIE: I would like to challenge one other point. He said that the CBC has no mandate to compete with private stations. I do not know where he gets



that statement from at all. He said something like it was not their function to go where private stations are existing.

Mr. COWAN: Mr. Chairman, Mr. McIntosh said it and I agree with him.

Mr. PRITTIE: You may agree, but I disagree and I am asking the basis for the statement.

Mr. COWAN: I am verifying he said it.

Mr. PRITTIE: Thank you.

Mr. MCINTOSH: Let me answer that question. My idea of the CBC was to provide service in Canada where private stations could not provide it. This is paid for by public funds. Now, if a private station can provide service I would not be making the statements I have been making here today, because to give this service a private station must be able to make ends meet or make a profit. In these areas I am referring to the private stations have looked them over and it is impossible. Because of the scale of remuneration for advertising that they can charge in those areas they cannot make it pay. In some instances they have delved into this and the people there are quite prepared to take up subscriptions from the area and help off-set any loss that they have, but the CBC will not sanction this either. I think the CBC, being a public corporation or whatever you call it, is duty bound to service Canada where it possibly can, even if they do it at a loss.

Mr. OUMET: We are in full agreement with what you are saying about the duty of the CBC. Our problem is in the degree to which we have succeeded in doing it. You would like to see 100 per cent coverage, and we are saying 95 per cent is pretty good considering everything, and we will go further than 95 per cent. Therefore, this is the area of disagreement. You said something that I cannot allow to stand on the record without amplification on my part. That is, that you thought the role of the CBC was to provide service where private stations could not do it. Of course, this is not the role of the CBC, the role of the CBC is to provide a national service, which is not the same thing as the service given by the private stations.

Mr. MCINTOSH: It is one of the services then?

Mr. OUMET: Yes.

The VICE-CHAIRMAN: Mr. Mather, you are next.

Mr. MATHER: Mr. Chairman, Mr. McIntosh has moved that the grant to the CBC be reduced to \$1, and I want to say if we get the opportunity I would like to oppose and vote against such a motion. Like everyone else, I guess I have my criticisms of the CBC, but by and large I think it has done a remarkably good job and I believe it is continuing to do so. When you consider the cost of the CBC to the Canadian public, it is less than 1 cent per day per capita. I think that the service it does provide is remarkable. On that point it might be interesting to assess the cost to the Canadian public of the private stations which are paid for, of course, out of that part of the consumer dollar which goes for advertising. I have heard statements made, and I do not know if this is correct or not, but I have heard it said that the cost on that basis to the Canadian public is larger than the cost of the public station. However, I do agree with Mr. McIntosh in one

aspect of his remarks. I was one of the 21 members of Parliament who went to the Canadian Arctic, the Northwest Territories and the Yukon last summer, and I was very impressed on meeting the people in these outlying areas to find out how important this basic service of radio broadcasting was to them. Those people up there to look upon us down here as southern Canadians. I come from the area of Vancouver and I found out that they call that area the deep southwest. They look rather askance at us now that we are entering into the luxury of colour television, whereas in the very little places where they are so dependent on a basic radio service they feel they should get more of that basic service.

I know something of the difficulties involved in providing all these people with all they want, but I would urge that the corporation give serious thought to stepping up the service to our Canadian north. It was said in Frobisher Bay, for example, that the older Eskimo and Indian people would benefit if they were all given little transistor sets and they could have adult education through that medium to a greater degree than they presently get it. It seemed to us that this was a far out idea, but when you consider the relatively few people involved it might be a worth-while matter to consider. At any rate, Mr. Chairman, this is my question. In line with the hope I have that the CBC will step up its northern service, I wonder if Mr. Ouimet could say something in line with the plans in that area?

Mr. OUIMET: We have very definite plans to step up the extension of service to the north as well as to other remote areas of Canada. Mr. Gilmore outlined at the last meeting of the Committee, and he briefly referred to it today, that we are developing what we call the "frontier passage", which is really a self-contained tape-fed transmitter, which would provide these areas with reasonably economical service without the need for a network connection. If our experiments in—

Mr. GILMORE: Lynn Lake in Northern Manitoba and Yellowknife in the Northwest Territories.

Mr. OUIMET: —these areas are successful, and we should know in the spring, then, of course, we will go ahead with quite a number of these stations, particularly in the far north.

Mr. MATHER: Thank you.

(Translation)

Mr. CLERMONT: Mr. Chairman, is it not the rule of our sittings that if somebody's name is listed and he cannot put his questions, because of lack of time, his name is called at the next meeting? As it happened last week, I gave my name, and then I left the Committee at five to eleven to get my papers to come back here for the Finance Committee. I wanted to draw your attention to that matter.

The VICE-CHAIRMAN: I think the gentleman will yield momentarily, Mr. Clermont?

Mr. CLERMONT: The CBC answers to Parliament and not to the Government. Last week, in your remarks you stated that according to you this was a good thing. When your Corporation prepares its estimates, this means that these estimates are prepared under the auspices of the Corporation.

Mr. OUIMET: Yes.

Mr. CLERMONT: Are they then put to Treasury Board?

Mr. OUIMET: Yes, since 1958, that is the procedure applicable to the CBC.

Mr. CLERMONT: And your operations are checked by the Auditor General?

Mr. OUIMET: Yes.

Mr. CLERMONT: Your estimates for 1966/67 come to \$137,990,000. Could you have percentage figures or absolute figures in respect of salaries to your staff, salaries to the directors, programming and administration, and any new services?

Mr. OUIMET: I am sure we have them. I am not sure we can provide them to you immediately, however, but we would be able to give them to you later.

Mr. CLERMONT: To provide service to the entire people of Canada. In my constituency there are certain parts which are not serviced by the CBC, but the argument of Mr. McIntosh could be extended to roads also. Our taxpayers pay taxes for roads and yet they still have gravel roads, in 1966. The same argument could be made as far as railways are concerned, and as far as hospitals are concerned etc. I believe TV and radio service is a very important service indeed, but we have people still who have to be taken to hospital 30 or 40 miles away in cases of emergency. I share the views of the honourable gentleman who spoke after Mr. McIntosh. I believe it is not up to the CBC to provide services only in those areas where there is no competition from private broadcasting. After all we cannot let private broadcasting operate fully only in those places where they can get considerable income out of it. If the CBC were to withdraw from centres like Toronto, Montreal, Vancouver or Winnipeg then Parliament would be called upon to approve not \$137 million, but a good deal more than that.

(English)

Mr. McINTOSH: I would like to interject here: I do not think I said that.

(Translation)

Mr. CLERMONT: I believe that every member is free to entertain his own opinions. I know that some people always object to any criticism of the CBC. There is one member here who goes to the opposite extreme especially when we are speaking of the French-speaking station in Toronto. He finds it quite normal that there be an English-speaking station in Quebec but he objects to the French-speaking station in Toronto. He objects to all kinds of things.

The VICE-CHAIRMAN: May I suggest that if there are any differences of opinion between yourself and your friend that you settle them among yourselves and let us go on with the business of the Committee.

(English)

Mr. COWAN: If he makes references to me I will reply.

(Translation)

Mr. CLERMONT: That is your opinion, sir.

On May 31st, 1966, when certain members of this Committee went to Montreal to meet with the Expo directors, I, for one, asked some of these



gentlemen if they were satisfied with the advertising carried on the CBC with regard to Expo '67. It was perhaps a little difficult for these directors to claim that it was entirely satisfactory, however, they answered that they felt that the CBC could carry more advertising in respect to Expo not only in Montreal and Toronto but in other Canadian centres. Apparently there will be a deficit with regard to Expo, and such deficit will have been paid in a large part by the Federal authorities. We were told last May that the CBC intended increasing its advertising for Expo during the fall, winter and next spring.

Mr. OUMET: Yes, that is the CBC's intention. Indeed that has been done as of the 31st of May last, we have carried more advertising publicity since then. However, I think we should remind ourselves that there should be a certain rational distribution of advertising according to the tastes of the people. I think we would have hurt Expo very much if we had over-exposed too early. In a matter as important as this, we should not rush into a tremendous promotional campaign which would give rise to a great deal of interest among the public at too early a stage. In other words, I think we should proceed gradually. It has been a great deal easier to carry out advertising for Expo in the Montreal and Ottawa area, than to do so shall we say, in Vancouver or Halifax, because public interest in those places is not the same. However, little by little I believe we have been able to arouse public interest in Expo. We have had special Expo programs, and we will carry others.

Mr. CLERMONT: You have been asking an increase of Parliament for 1966/67. This is an increase of  $14\frac{1}{4}$  million of your total estimates. What percentage of this increase will go into salaries or new services?

Mr. OUMET: Mr. Clermont, I think I would call on Mr. Davies to provide you with that answer. We can divide that increase in two parts, (a) the maintenance of our present service and (b) the amounts necessary to improve such service.

(English)

Mr. V. F. DAVIES (Vice-President, Finance, CBC): Mr. Chairman, I think this is a rather difficult question to answer in respect to the new service aspect because in the estimates that are under discussion the new services in respect to the improvements in programming have not been entered. Primarily the amounts that are included in the estimates are those in respect of maintaining the service and perhaps I could give the major divisions, which might be of interest.

In maintaining the service there is some 6.3 per cent of the amount and the others relate to the introduction of colour, which could be called a new service in some respects, and is some 1.7 per cent. Then there is an amount of  $4\frac{1}{2}$  per cent of the increase over the previous year relating to northern radio service, the Emergency Measures Organization, Expo and Centennial. The remainder of the amount of the increase relates to operating costs in respect of improvements in coverage and also the interest on loans and repayments of principal. The amounts to some 1.7 per cent of the increase.

(Translation)

The VICE-CHAIRMAN: Mr. Clermont, do you find that answer satisfactory? Have you concluded?



Mr. CLERMONT: Yes.

(English)

Mr. MACDONALD (*Prince*): Mr. Ouimet, I wonder if you could give us an idea of what is regarded by the CBC on its television broadcasting as prime viewing time?

Mr. OUIMET: This is a matter of definition which is common within the broadcasting medium. Prime viewing time can be considered either as 8 to 10 in the evening, which is really the very peak, or from 7 to 11, and you could even include 6 to midnight. The real peak is around 9 p.m., the curve of the audience builds up gradually to that peak and then starts to fall off gradually around 10 p.m.

Mr. COWAN: Mr. Chairman, I do not question your description of prime viewing time to Mr. MacDonald, I have been in the advertising business for 40 years, but could you tell the Committee if there are certain days in the week that are better than others?

Mr. OUIMET: Sunday is the best day of the week.

Mr. COWAN: How much better than the other days?

Mr. OUIMET: I do not have the exact figures on this, but if my memory serves me correctly, it is something of the order of 15 or 20 per cent better.

Mr. MACDONALD (*Prince*): Am I right in assuming that for most timing of production, in terms of your day-to-day activities, and Monday through Friday particularly, that 7.30 to 10 would roughly be the time zone that you regard as prime time for the placement of programs?

Mr. OUIMET: Yes, 7.30 to 10, and going into 10.30, but 7.30 to 10 is close enough.

Mr. MACDONALD (*Prince*): Now, during the—

Mr. GILMORE: Excuse me sir. If you are going to extend it to 7.30, then I think you must extend it another half hour later to 10.30.

Mr. MACDONALD (*Prince*): What percentage of the programming in that time zone Monday through Friday would be Canadian content?

Mr. OUIMET: I do not have the figures for 7.30 to 10.30, but I have the figures for 8 to 10 and that would be about 50 per cent Canadian. If we take a broader period from 7 to midnight, then it would be something of the order of 63 per cent.

Mr. MACDONALD (*Prince*): From 8 to 10, at least, it is about 50 per cent?

Mr. OUIMET: And this is one of the very serious problems that is giving a great deal of concern to the corporation. The reason why we have so much which is not Canadian content at that time is related to the commercial targets that we have to meet. The only way to achieve the \$30 million plus of gross commercial revenues that we must get is to have a large number of programs which will bring in a profit. The American programs bring in this profit for the good reason that we can get them at a very low cost, about 7 to 8 per cent of their original cost since they have been paid for in the United States, and that means we can

recover our total expenditures on the program itself and in addition make revenue by the sale of time on our station and the private stations.

Mr. MACDONALD (*Prince*): You say 7 to 8 per cent of the original American cost, which I realize would not be much, but what would it be in comparison to an equivalent program? I know it is hard to assess these things because you really cannot put two programs side by side and say they are equivalent, but what would 7 and 8 per cent be as a figure?

Mr. OUIMET: If we take a one hour program, we can get the best American ones for less than \$10,000, probably around \$8,000. On the other hand, this represents an original cost of the order of \$100,000 to \$125,000. A Canadian program which we could place at the same time of sufficient polish and attractiveness would probably cost \$30,000 or \$40,000. Therefore you have to compare the \$8,000 with the \$30,000 or the \$40,000.

Mr. MACDONALD (*Prince*): The sheet which you submitted this morning shows very interestingly, I think, that there has been a steady decline in the relationship of the commercial dollar to the dollar injected by the government. I suppose it will now be something on the order of less than 20 per cent, whereas originally it was a 50 per cent figure. Therefore, there has been a steady decline in the ratio of the amount of money the government spends toward the CBC and the amount of money you are able to recoup from advertising?

Mr. OUIMET: In the very early days—we are referring here to the condition in 1946-47 for radio—when we were operating the only radio network, without the competition of TV, it was easier at that time even with an importation of only some 15 per cent of American programs.

Mr. MACDONALD (*Prince*): Yes, but look at 1958-59 as compared to 1966-67. There was \$32 million in 1958-59 in commercial revenue and \$35 million in 1966-67. This is an increase of only \$3 million, whereas the public funds have increased more than double from \$51 million to \$110 million.

Mr. OUIMET: This was at the time when the CBC still had a monopoly on TV and we could pretty well establish our own conditions for sponsorship because there was no competition. At that time we could achieve this relatively high revenue and still maintain a proportion of Canadian content because we could demand of the sponsors, if they wanted to sponsor an American program which they usually had free or for very little money from their parent company in the United States, that they also take one or two Canadian programs. This is getting more and more difficult to do now because of the competition.

Mr. MACDONALD (*Prince*): In that same time slot between 8 to 10 where you say that 50 per cent of the programming is Canadian in content, what percentage would be public affairs programming?

Mr. OUIMET: I do not have the figure at the moment. All I know is that over the whole period of time—over a whole week, not just the prime time—our public affairs programming is something of the order of 15 per cent.

Mr. MACDONALD (*Prince*): I am more interested in this 8 to 10 time slot.

Mr. OUIMET: In the 8 to 10 time slot there is very little.

Mr. MACDONALD (*Prince*): Is there any, Monday to Friday?

Mr. OUIMET: We would have to get the exact figure, but most of it is at 10 or 10.30.

Mr. MACDONALD (*Prince*): This is a particularly disturbing thing to me because I have been trying to determine just what is prime time. I feel that one of the most important things the CBC is doing, and should be doing, is public affairs programming. Even living in central Canada, as we are at the moment, and viewing these programs, they are not on in a prime time slot, and if you move out from the centre, and live in eastern Canada as I do, these programs are on at the abominable hour of between 11 and 12, or even later.

Mr. OUIMET: This is one of the reasons why we would like to have some relief from the present commercial exigencies placed on the corporation. It is really tying our hands in terms of scheduling our programming at the best possible time. It introduces a factor of rigidity in our schedules that we can do very little about. This was covered in our annual report at some length, and also in our recommendations to Mr. Fowler, and we have been saying this now for quite some time.

The VICE-CHAIRMAN: I am sorry to interrupt, gentlemen, but we must now adjourn. We will have another meeting at 9.30 on Thursday morning. At this time Mr. MacDonald will continue his questioning, followed by Mr. McCleave, if this is agreeable to the Committee.

(Translation)

The VICE-CHAIRMAN: I thank Mr. Ouimet, and we will resume on Thursday morning.

















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PROCEEDINGS AND EVIDENCE

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